



**Universidade  
Europeia**

LAUREATE INTERNATIONAL UNIVERSITIES

2017

**NATALLIA  
HANTSUK**

**THE ROLE OF DESIGN MANAGEMENT  
METHODS AND STYLES IN INCREASE  
OF THE PRODUCTIVITY.**





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## **THE ROLE OF DESIGN MANAGEMENT METHODS AND STYLES IN INCREASE OF THE PRODUCTIVITY.**

Projeto apresentada ao IADE – Universidade Europeia, para cumprimento dos requisitos necessários à obtenção do grau de Mestre em Design Management realizada sob a orientação científica do Doutor José Luís Reis, Professor José Luís Reis, Professor Adjunto do IPAM Porto e sob co-orientação do Doutor Fernando Oliveira, Professor Auxiliar do IADE-Universidade Europeia do IADE.





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**Palavras-chave**

Nova abordagem; Métodos e estilos de gerenciamento; Produtividade.

**Resumo**

A gestão do design é um aspecto realmente importante na avaliação da empresa. No mundo de hoje, em que as coisas mudam tão rapidamente, as empresas devem aprender a ser flexíveis nos seus processos de trabalho para se conseguirem destacar no mercado. É necessário definir os métodos mais eficientes, de forma a atingir um bom nível de produtividade numa determinada empresa.

O principal objetivo deste Trabalho Final de Mestrado assenta no aumento da produtividade da empresa de Serviços de Marketing abordada, introduzindo uma nova abordagem na escolha de métodos e técnicas de gestão.

Em primeiro lugar, será feita uma análise SWOT da empresa, que permitirá entender como a empresa opera internamente, bem como os aspectos de influência externa da empresa e seus pontos fracos.

Numa segunda fase, será feita uma análise dos diversos métodos de gestão, o que permitirá entender em que casos aumentará a produtividade da empresa.

Na última parte será sugerida uma estratégia na determinação dos métodos de gestão, de acordo com a situação externa e interna. Esta mesma abordagem foi implementada na empresa, ao longo de quatro diferentes projetos, e os resultados foram coletados. Por sua vez, foi verificado um aumento da produtividade e, portanto, esta nova abordagem para determinar um método de gestão pode ser considerada efetiva.



**Keywords**

New approach; Management Methods and Styles; Productivity.

**Abstract**

Design management is a really important aspect in the evaluation of the company. In today's world, when things change so quickly, companies must learn how to be flexible in their work processes to remain prominent players in the market. The most efficient methods need to be chosen to reach the highest increase of the productivity in the specific company.

The main objective of the thesis is to increase the productivity of the agency of Marketing Services by introducing a new approach to choosing management methods and styles.

First of all the thesis will include the SWOT analysis of the company, what will help to define how the company operates, internally and also the external influence aspects of the company and realize the location of weaknesses.

Second, the deep analysis of the suitable management styles and methods would be provided, what will help to understand in which cases it will increase the productivity of the company.

Last part would include the recommendation for the method of choice of methods and styles of management according to the external and internal situation. This approach has been implemented to the company during four projects and results were collected. The results showed the increase of the productivity. The new approach to choosing a style and method of management can be considered effective.





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## **Introduction**

The thesis dedicates to the management methods and styles in the area of design management, which will have the important impact in the increasing the productivity in the company. Design management is a discipline that creates the business atmosphere in which the strategic goals could be achieved through design. Design management methods and styles are the tools, which can be used to increase the productivity through modern and effective techniques. This thesis would be useful for the companies, which is interested in increasing labor productivity.

The main aim of design management is to reach the goal in the short-term and with the best quality. As far the modern world is occupied by fast changing reality, we live in the world where work process can be organized on a distance, that is why the right choice of management method and style and the digital platforms would contain the most modern, creative and effective way of increasing productivity of the company.

As a result, the right choice of the management method and style for the work process is a really important phase. It exists lots of different management styles and methods and digital applications, which will make a business, work in the most efficient manner. Each company has their own specific character and particular aspects having regard to the above selecting and implementation the best management methods and styles can be demanding task. For the successful productivity increase in the company, the external and internal deep analysis of the company should be done before to make the final selection of digital methods pack.

The owners of the company or design management department should provide the careful implementation of the management method and styles, for multiplication of the productivity in the company. Design management methods and styles for increasing productivity should be separated to different groups according to the needs of the company. Based on these, various methods in design management process should be used. Design management department

needs to make sure that each group has ample knowledge and motivation to use proper management method and style.

Management methods and styles in design management can build the basement for better networking communication and as a result increase speed of intercommunication. These management methods and styles in design management can cut the timeline and geographical distance and corporate structure. Higher efficiency would be achieved if design management would use the right choice of management methods and styles and digital platform in the organizational process of a company. The implementation of the proper management methods and styles in design management process will advance the communicational process and partly appear as a mid-level manager. Employers can create their own timelines and projects statuses and work together in cross-functional teams to improve business processes and projects. The successful implementation of the management methods and styles will depend a lot on deep analysis, the right choice of the digital technology for the company, correct implementation, and involvement and commitment of employees. The main objective of the thesis is to increase the productivity of the company's management by introducing various methods and styles.

## **Chapter 1: Introduction to the agency of Marketing Services**

### **1.1 Company research**

To create a deep understanding of the company, first of all, we need to make marketing analysis of the PRkvadrat. PRkvadrat is the agency of Marketing Services, which was established in 2006. PRkvadrat specialized in the development and implementation of the projects that involve people in the communication with the brand.

PRkvadrat provides classical services of BTL-services for organizing all kinds of events and promotions to stimulate sales and integrated TTL-campaign with non-standard channels and mechanics involvement, active use of digital-resonance instruments and PR-effect. An average amount of the projects which has been done by PRkvadrat per year is 150. The main office is located in Minsk, Belarus and count team of 50 employees in the head office. The team of Minsk office is mostly working with the established clients from Belarus, the new international team is built for each project for the new clients or international clients. The average age of the project working team in the head office and employees of regional representatives 24-27 years old. The average age of the project working international team is 27-31 years old. Most of the times the international team located in different countries with different work hours, time zones and different cultural background. The international team forms according to specific of the project and proximately before the project. The structure of the company PRkvadrat can be seen below:

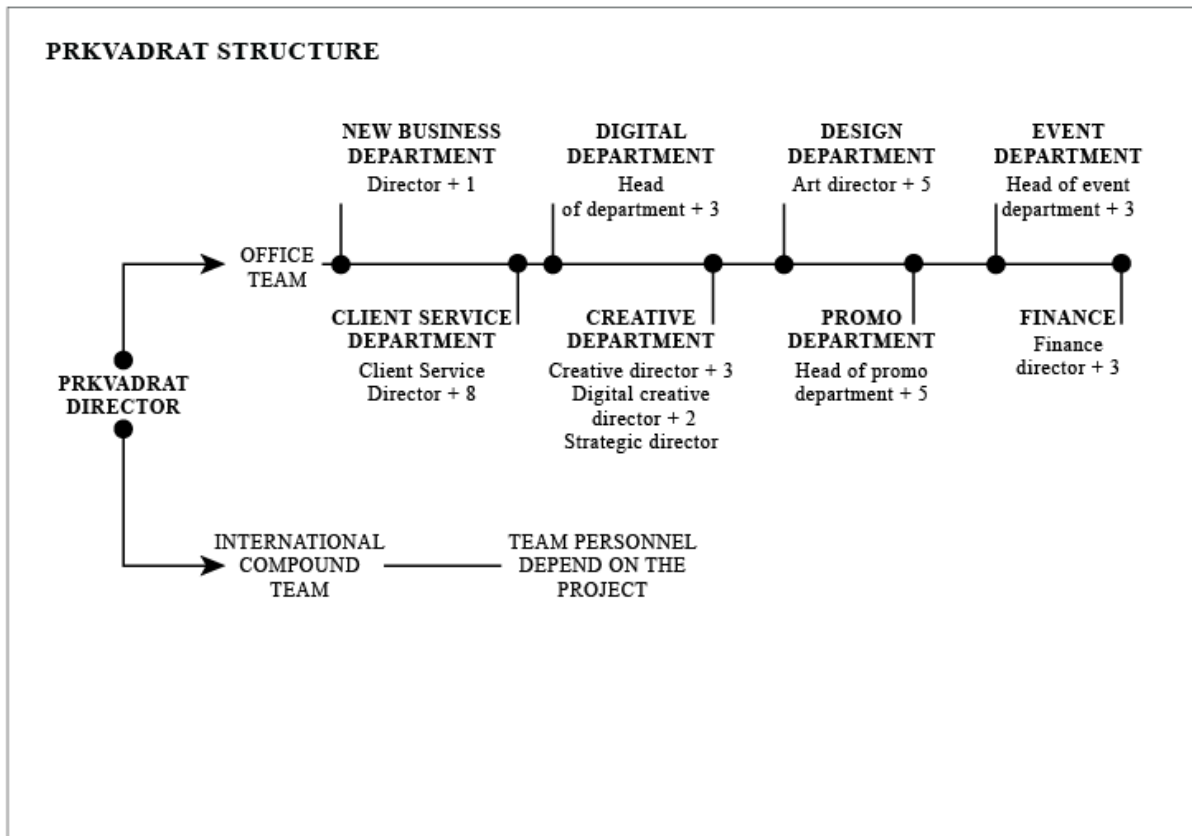


Figure 1: A scheme represents the company PRkvadrat structure.

Source: Adapted from Prudnikov, A. "Year report PRkvadrat 2015-2016" (Prudnikov, 2016).

The main target market for the company is Belarus, during 2014 the market of Ukraine and Russia has been explored and successful projects have been implemented. Since 2016 the market of Kazakhstan has been added as one of the most promising markets for the company and the regional office has been opened in Alma-Ata, Kazakhstan adapted from (Prudnikov, 2016). Nevertheless the team for the project for Kazakhstan or any other international market is built from employees who located all over the world. As it can be seen from the scheme below the 58% of the projects, which has been implemented by the company PRkvadrat, belong to Belarusian Market, 32% were realized in Kazakhstan, 8% in Ukrainian Market and only 2% in Russian Market.

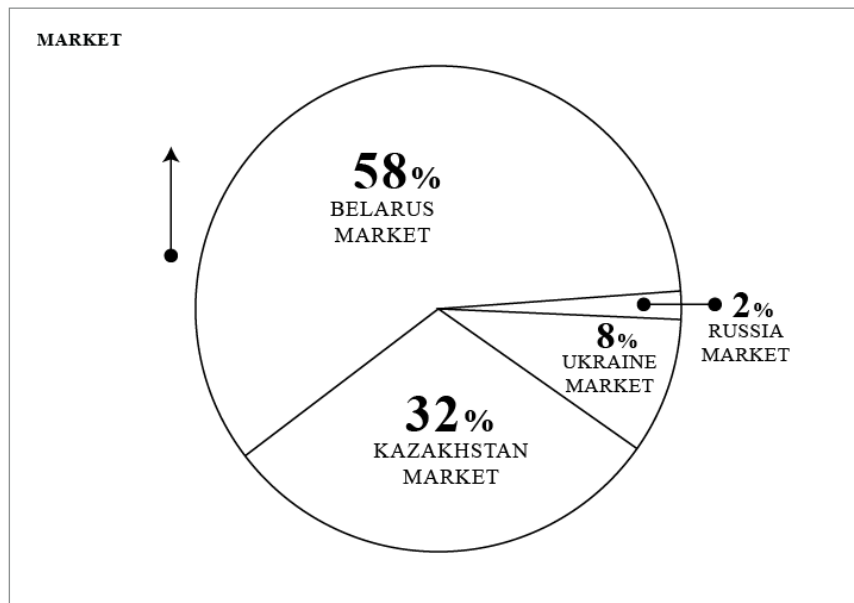


Figure 2: A diagram represent the structure of the Market of the company PRkvadrat.

Source: Adapted from Prudnikov, A. "Year report PRkvadrat 2015-2016" (Prudnikov, 2016).

The Prkvadrat collaborate with the major international corporations such as (Coca-Cola, JTI, Samsung, Danone, Kraft Foods, Kimberly-Clark, Schwarzkopf etc.) and the leaders of their markets (Velcom, "Alivaria" with Atlant "Bulbash", "Atlant-M"). And provide for them the most complex and innovative advertising campaigns.

According to White Square Festival Results 2015, Prkvadrat is number one agency of the Marketing Services. As well the company has been noticed in the international festivals and received the award on such advertising festivals like Cannes Lions, Digital Communication Awards, The Globes Awards, Red Apple, KIAF, "Golden Propeller", "Silver Mercury", Idea etc. (Festival White Square).

## 1.2 Vision of the company

PRkvadrat believes that the creative involvement in the communication makes it relevant and memorable. This approach not only solves the problems of the clients, but also allows PRkvadrat to be the most awarded agency specialized marketing services in the CIS over the past 10 years. Vision is to be the worlds best at satisfying final consumer agency, provide successful communications solutions at the highest world standards, create and sustain brands across all

channels and markets. PRkvadrat is giving extra attention to the needs of employees, gender equality, enterprising spirit, adapted from (Prudnikova, 2011).

### **1.3 Company objectives**

Become an Agency with European level, provide to the client a service and a product of European level. The main objective of the company to become number 1 on the market in Belarus and discover and strengthen position on the other markets. The important goals for the company are: innovate, increase awareness and visibility of the company, increase the sales and maximize the profit, attract new clients and increase the loyalty of the clients, develop client-company relations. Internal goals: develop professionalism, quality and efficiency of work, create the most efficient team for the new clients and markets, create strong international compound team to appear more efficient on the international market, create effective management methods which will correspond to the specific of the teams in the company, to become the most effective agency on the market in Belarus and New Markets.

### **1.4 Internal analysis**

The internal analysis will help us to understand the company from inside it is strong parts and weak. For the detailed analysis, first of all we will need to collect a database of the company. In our case, we used: (PRkvadrat, 2011) (Prudnikov, 2016) (Prudnikova, 2011) and team questionnaire. Based on the research we understood the vision, objectives, culture, values, target audience etc. what helped us to define the weak moments which stops company on the way to the objectives.

Culture:

The company PRkvadrat defines their objectives as to be responsible for the final product and it is an influence on the consumer. Reputation, Responsibility, Innovation, Quality, Importance of the people (employees and clients) is important for PRkvadrat. Ensuring PRkvadrat has a sustainable talent by attracting, developing and retaining outstanding people. Creating a place to work, where people are recognized for the difference they bring and the contribution they make.



Working on social projects, which help to protect the humans and influence in the society.

#### Values:

Inside of the company exists promoting values between the team. PRkvadrat values is: Enterprising spirit – try to create an atmosphere of “family”, for these reason trying to keep the quantity of people around 50.

Freedom through responsibility – PRkvadrat always strive to do the right thing for society and use the freedom to act in the best interest of consumers and clients. Open minded – PRkvadrat a forward-looking company that takes on board social changes and different perspectives. They’re always open to new ways of doing things. Strength from diversity – they respect and celebrate each other’s differences, enjoy working together and value what makes each of them unique.

#### Target Client:

As far the main direction for the company is a B2B business than the person who is going to make a decision in client company has been defined. More often in the companies, PR department or marketing department is responsible for advertising or promotion of the new product or service. As a result, PRkvadrat target person is a manager (average age 30- 45), who is working in a company, which produce product or sell the product to the consumer. As well managers, who are buying service from the competitors of PRkvadrat.

#### Main Competitors:

A remarkable influence on the company bring the competitors. When we are talking about the market in Belarus than we will determine 3 main competitors, which have the same range of BTL services. Between the number of agencies in Belarus, as main competitors were chosen, the companies: TDI; Salmon DDB; Hepta.

#### Services / Product:

An important part of the internal analysis is to understand the Service of the company. Services of the PRkvadrat appear as a product of the company, BTL

services is for sale for target companies. The main direction of the services rendered is:

B2B Events

B2C Events

Lotteries, Games and Contests

Field Promo

Trade Promo

Non-Standard Promo

Digital

Price:

In the case of PRkvadrat it would be quite hard to define the price for the product. It is a huge range of an amount of work, which can be done for one client, it can be small promotional event or full integration of the product in the market. All the prices are established according to the brief and quantity of people or price of production. Usually, from the beginning the client announces the budget of the request. If not, then the price would be calculated with the form of expenses plus profit.

Profitability:

Profitability of the project depends on the region of the client company, the size of the project. If PRkvadrat has the discounts or partner companies. Usually, the company has special agreement with the production and place, what provides lower price than on a market. According to Year report PRkvadrat 2015-2016 the average profit of the company is 15% from the budget adapted from (Prudnikov, 2016).

To deliver the best product for the clients PRkvadrat uses all range of the channels. Each channel is carefully chosen for every specific client and product according to the strategy of the appearing on the market and law of the Republic Belarus. PRkvadrat is working with all distribution channels to help the clients to bring the most effective communication with the consumer.

Nevertheless Prkvadrat is a BTL company, for this reason, it is actively using promotion non-standard channels, non-traditional distribution channels, for example, HoReCa (Hotels, Restaurants, Cafes), where a high concentration of the most dynamic and active part of the target group of clients. RETAIL stays the one on the most popular channel for distribution.

It would be important to mention that the reputation of the company has been harmed after a scandal with the tax refund in 2015. Nevertheless most of the clientes and distributors continue to work with the company until the reputation was restored. One of the principles of the company is provides comfortable, professional and effective service for the client.

As can be seen from the scheme below, the company's profit has been seriously affected. Many clients refused from cooperation with the company, it was a tense atmosphere in the office, all this affected on the price of services, which has been provided.

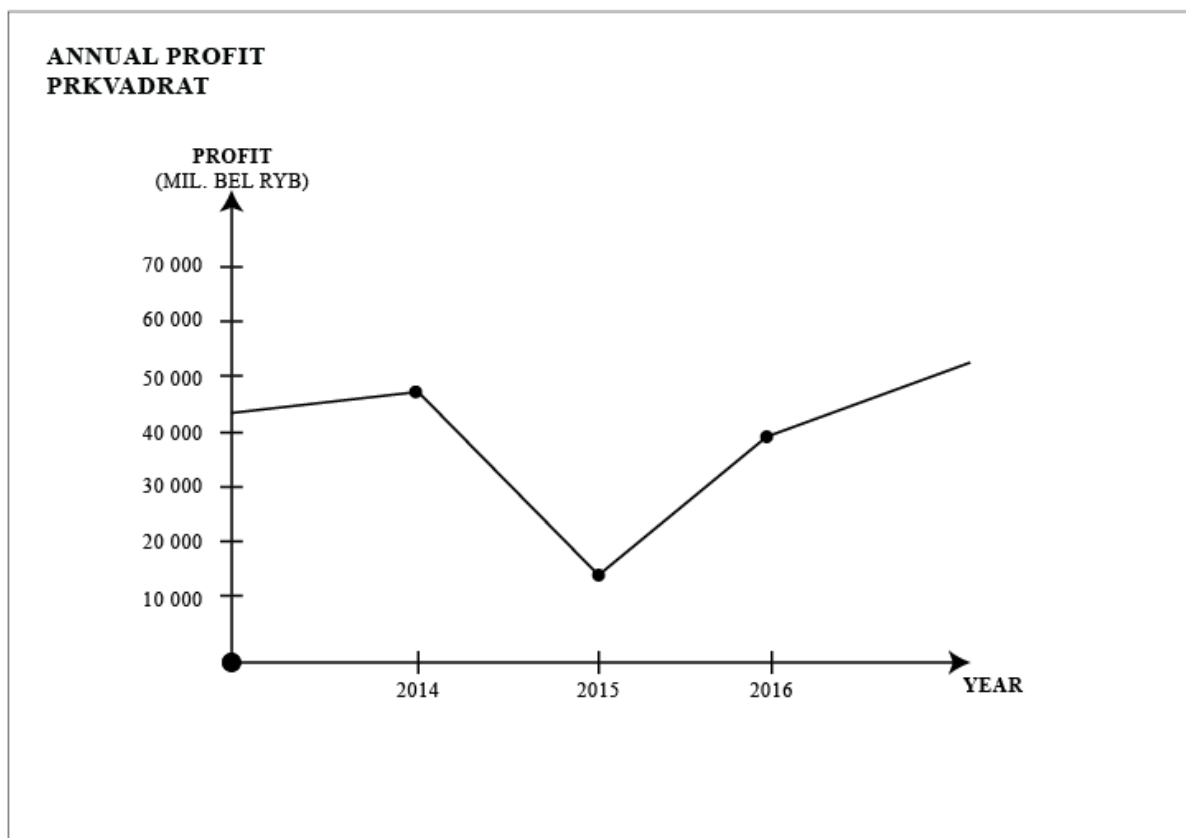


Figure 3: A scheme represents the Annual Profit of the company PRkvadrat.

Source: Adapted from Prudnikov, A. "Year report PRkvadrat 2015-2016" (Prudnikov, 2016).

As already has been mentioned the main market of the company is Belarus. The BTL services of PRkvadrat is provided in collaboration with the partners in the markets of Ukrain and Russia. In 2016 the office of the company has been opened in Kazakhstan and now actively provide services in this market territory.

It needs to be taken to record that the main resources of the company are financial, human, production partner company, technology partner company. The main financial resource is the profit from sales of the service. Profit of the companies, which belongs to the same stakeholders. As well company can get additional funding such as credit system of the Banks of Belarus. Company is not interested in investors only if it would be companies, which belongs to the same stakeholders. As extra resources for the company is manufacturing, which can be provided by promo department. As well stakeholders own the production company, for this reason special prices provided.

To keep the team motivated Prkvadrat has special attention to the atmosphere in the company. It provides training courses, internship, management courses etc. As well the employees has been sent to the world known festivals of advertising, such as "Cannes Lions", "Digital Communication Awards", "The Globes Awards", "Red Apple".

The internal database has been collected and presented the information about inside atmosphere of the company. To complete the analysis of the, the external analysis need to be provided, before conclusion about company PRkvadrat can be done.

### **1.5 External analysis**

The external analysis seeks to describe and analyze important and relevant traits market where located the service of the company PRkvadrat. It brings us the better understanding of the conditions which interfere or contribute the successful development of the product of the company and PRkvadrat itself. First of all in the external analysis is better to talk about macro Ambiente analysis which includes: Policy; Economy; Social; Technological; and Legal. Second of all more close look

would be given to the competitors and their strong and weak parts. Third of all more detailed analysis of the Market of Belarus, as priority Market, has been done.

#### Policy:

When we are talking about the policy in Belarus we need to mention that the main product of the company is BTL services, which directly connected to the product of the client. In this way, we can understand that all the policies of the products influence on the PRKvadrat. In Belarus, advertising of the products has lots of restrictions and limitations by the law of Belarus, which causes extra difficulties for the company. Free distribution of tobacco, alcohol products, including their use as prizes or gifts during contests, promotional games, etc. is prohibited. All the activities should be coordinated with the Ministry of Trade and Commerce of the Republic of Belarus.

#### Economy:

One more important factor, which strongly influences on the market, is the economical situation of the country adapted from (Economics, 2016). When we are talking about Belarus than it should be mentioned that economic is unstable and went through two waves of inflation in 2012 and in 2015. "In 2016 the denomination of the Belarusian ruble has been made what cause solicitude in the society (Bank, 2016)." Weak external demand from the key trading partners of Russia and Ukraine has depressed output in early 2015.

Despite tightening of monetary policy, inflation has been high due to the impact of the exchange rate depreciation. Although net exports slightly improved, foreign exchange reserves declined due to large external debt repayments. Despite the weaker economy, the Government has managed to keep fiscal policy prudent.

Belarus is expected to enter into a recession during 2015, which is likely to continue in 2016. Clear and consistent structural transformation policies would allow the economy to adjust more quickly to the changing environment and restore growth. Some reform measures can be implemented in the short run, while others are recommended for the medium run.

#### Social:

Crisis in Belarus had a very high inflation in 2011 and 2012. Due to the major national currency devaluation and subsequent price rises, people have had to spend very cautiously and look for special offers and discounts. Habits vary in urban and rural areas, people are looking for the discounts and promotions. It brings good impact for the PRkvadrat as it is one of the main products which they sell is promotional events and promotional games.

#### Technological:

Market of Belarus is one of the developed technological markets in Europe. This situation has been caused by successful work of such world known companies as Word of tanks, Wargaming, Epam, Viber, Face swap etc. These strong companies have been established in Belarus and have been decided to keep their office on the territory of Belarus. These strong programming companies bring the quick integration of technological progress inside of the country. Lots of new Technological festivals have been organised, presentation of the new technological products provoke the society to follow technological development.

#### Legal:

An important component of the business is the tax regulation of the country. The Corporate Tax Rate in Belarus stands at 18 percent. "Corporate Tax Rate in Belarus averaged 21.27 percent from 2006 until 2016, reaching an all time high of 24.00 percent in 2007 and a record low of 18.00 percent in 2012 (Economics, 2016)." For this reason PRkvadrat prefer to use partners than to keep people in the office with contract, to lower the tax cash outflow. On another hand it has consequence as not functional team and partners can be lured away by competitors.

#### Competitors:

As already been mentioned the PRkvadrat has 3 main competitors: TDI; Salmon DDB; Hepta. One of the strongest one is TDI. TDI Group is a group of advertising companies. TDI headed the rating of creativity of the Association of Advertising Organizations for 2011, 2012 and 2013 (Belarus, 2016).

The portfolio of TDI Group comprises unique projects commissioned by major Belarusian and international manufacturers, awards from the most prestigious advertising festivals, invaluable experience in the marketing services field. Every year TDI implement more than 500 projects of different complexity. In addition, the geography of the projects is not limited to Belarus but extends abroad.

As it can be seen, TDI also consists of group of companies what helps them to provide high quality product. The fact that the main priority of the company is advertising and not BTL what has positive impact for the company PRkvadrat and helps to hold the leading position.

Salmon DDB; Hepta is smaller companies and they appear on the market a few years later than PRkvadrat. They do not have group of companies and as a result they can't provide competitive price or service.

The PRkvadrat or TDI can create a lower price when their objective is to engage the client to the business. As we can see the main competitor for PRkvadrat is TDI. For that reason, PRkvadrat should strengthen the position on the Market. This will require the faster interaction with the client, more stable team, increase the loyalty of the client and team, a strong reputation, more attractive for the professionals.

#### Market

PRkvadrat has direct and indirect competitors. When we talk about direct competitors than we need to mention companies, which also work with the BTL services, on another hand we have indirect competitors such as advertising and brand agencies. For this reason, when we talk about number of market players we will count direct and indirect competitors on the market. "The number of market players is 33 according to Rating of advertising agencies 2016, every year this number can be changed (Belarus, 2016)."

PRkvadrat is located in growing type of market. Companies create partner companies to provide better quality services. As well they use innovative methods of successful business practices in the industry, what helps to keep the clients, provide higher and effective service. As already has been mentioned, PRkvadrat

use the distribution channels in order to reach the most efficient service for the client.

To present the client product in the best way the PRkvadrat needs to follow and understand all the new trends, which can attract the consumer to the product. For 2016-2017 the main attention to be given to Big Data (including market and customer insight and predictive analytics); Content marketing; Communities (Branded niche or vertical communities); Conversion rate optimisation (CRO) / improving website experiences; Display (Banners on publishers, ad networks social media including retargeting and programmatic); Internet of Things (IoT) marketing applications Marketing Automation (including CRM, behavioural Email marketing and web personalisation); Mobile marketing (Mobile advertising, site development and apps); Paid search marketing, e.g. Google AdWords Pay Per Click Online PR (including influencer outreach); Partnerships including affiliate and co-marketing; Social media marketing including Social CRM and Social Customer Care; Wearables (e.g. Apple Watch, activity trackers, augmented reality) adapted from (Dave, 2016).

Segments:

The PRkvadrat gives attention to the main segments of market, which includes Office managers/workers and Business owners.

## **1.6 Conclusion**

The internal and external analysis for PRkvadrat has been done. As a result, we can specify the strength, weakness and opportunities, threats. A number of different techniques can be used to determine where adjustments need to be made. One essential technique involves a discussion of an organization's strengths, weaknesses, opportunities, and threats, commonly called SWOT analysis. "SWOT analysis can be used effectively to build organizational or personal strategy. Steps necessary to execute strategy-oriented analysis involve identification of internal and external implem (using popular 2x2 matrix), selection and evaluation of the most implemented, and identification of relations existing between internal and external features (Blake, 2015)." Definition SWOT analysis is



an examination of an organization's internal strengths and weaknesses, its opportunities for growth and improvement, and the threats the external environment presents to its survival.

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Good current position on the market.</li> <li>• Well-known international clientes.</li> <li>• Price positioning is competitive.</li> <li>• Experienced business units.</li> <li>• Skilled workforce.</li> <li>• Existing distribution and sales networks.</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Tax Debt.</li> <li>• Low trust of clients.</li> <li>• Low trust of employees.</li> <li>• Inefficient international team communication.</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• To increase productivity through creating international team specific for the objectives for each implementation.</li> <li>• Built strong collaboration with community partners.</li> <li>• Increasing managerialization.</li> <li>• Discover Asian Market for delivering the services.</li> <li>• Increase productivity of the team collaboration through management technology.</li> <li>• Build strong international team.</li> <li>• Improving processes.</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Full-time and budget constraints imposed by legislature.</li> <li>• Government is moving toward privatization increasing the competition for services.</li> <li>• Other organizations may attract employees and business away from Prkvadrat.</li> <li>• Design of management collaboration in implement markets.</li> <li>• Development of managerial competence in the team.</li> </ul>

<ul style="list-style-type: none"> <li>• Reducing waste.</li> <li>• Facilitating and identifying training opportunities.</li> <li>Leadership training for possible advancement.</li> <li>• Engaging staff.</li> </ul>	<ul style="list-style-type: none"> <li>• The market is very competitive.</li> </ul>
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Figure 4: A scheme represents the SWOT analysis of the company PRkvadrat.

Source: developed for this research.

According to our analysis, the management and collaboration inside of the team need to be improved. It can be seen in the results of the SWOT scheme above that the workflow and atmosphere inside of the company need to be improved it is well shown that such aspects as Low trust of clients; Low trust of employees; Inefficient international team communication; Increase productivity of the team collaboration through management technology; Improving processes etc. The management methods and styles are well known as one of the most effective methods to influence on the work process and environment of the company. That is why the deep analysis of how to choose the management methods and styles for this specific company should be done. Impact through management methods and styles will help improve the final results of the company and transfer weaknesses and threats to the strength.

## Chapter 2 : Design management methods analysis

### 2.1 Design Management

“Design management is a business discipline that uses project management, design, strategy, and supply chain techniques to control a creative process, support a culture of creativity, and build a structure and organization for design.

The objective of design management is to develop and maintain an efficient business environment in which an organization can achieve its strategic and mission goals through design. Design management is a comprehensive activity at all levels of business (operational to strategic), from the discovery phase to the execution phase (Definition, 2010).”

In the more traditional understanding of design management, it is the process of management of design department. Nowadays design management increasingly frequently implemented to strategic processes of the company. It is increasing in the implementation of the design thinking into strategic management. Design Thinking brings the collaborative and iterative style to all the processes in the company, it characterizes innovative, human-centered enterprises.

Exist understanding of business design management which presents as the integration of design thinking into the company in our case we would be more concentrated on the classical understanding of design management as management in design area.

“Effective design management increases the efficiency of operations and process management, has a significant positive implement process management, improves quality performance (internal and external quality), and increases operating performance (S.L. & Dreyfus, 2000).”

Design management objective is to make the communication, collaboration between design department and other departments the most efficient and comfortable. Management styles and methods which were analyzed by us, will increase efficiency of design management, which implemented to the operational level of the all project.

Design management is a function to design management methods for the specific area in our case management in the creative project.

Design management can be two levels tactical or strategical.

“Tactical design management addresses the organization of design resources and design processes. Its goal is to create a structure for design in the company, bridging the gap between objectives set through strategic design management and the implementation of design on the operational level (Kootstra & Zwaal, 2006).”

Tactical Management describes which place in the company is taken by design, collaboration methods with other departments, managing processes, systems, and procedures, assigning of roles and responsibilities. The main goal of tactical design management is creating interrelations between design department and other departments of the company. According to the SWOT analysis of Prkvadrat the tactical design management would be used to implement the management method and increase productivity.

Strategic design management involves the creation of strategic long-term vision and planning for design and deals with defining the role of design within the company. "The goal of strategic design management is to support and strengthen the corporate vision by creating a relationship between the design and corporate strategy (Kootstra & Zwaal, 2006)." Design management becomes a central element in the corporate strategy formulation process. Strategic design management took part in the implementation of design thinking, which establish the vision, mission, and positioning of the company.

"Design management involves more than assigning routine administrative tasks; managing human and financial resources and other administrative duties are part of a design manager's responsibilities but do not exhaust them. The distinguishing feature of design management is the role in identifying and communicating the ways in which design can contribute to a company's strategic value (Borja de Mozota, 2003)." One of the main elements, which influence on Design management are management functions, styles and methods. To understand how to increase the productivity in the company through design management, the components need to be analyzed.

## **2.2 Management function**

First of all we need to talk about main basic and principles of the management . Management has 5 main functions by Henri Fayol (Fayo, 1960): Planning; Organizing; Leading; Coordination; Controlling. Lately the function Coordination and Controlling were united. "Management is the attainment of organizational goals in an effective and efficient manner through planning,

organizing, leading, and controlling organizational resources (Daft, 2005).” As far the management methods needed to be updated in PRkvadrat, all the components of management need to be examined.

The first function of management is Planning. According to the Mister Daft or Graem Knowles, planning involves determining the objectives of the process and the way these objectives would be achieved. In this way managers need to predict the future borders or team difficulties, which can appear on the way of the achieving this goals. When we are talking about planning, we need to define the objectives, prioritise it in logical order, identify how it can be achieved, what is needed, timing, and plan of action. In PRkvadrat we will talk about that the planning process should include the attention of availability of the team, most of the team is partner base; collaboration inside of the team, communication with the client, economical and law situation of the future project, competitors force and weakness, etc. These forecasts form the basis for planning.

Manager in PRkvadrat needs to pay attention to the deadline, deadline of the client and deadline of the team. The deadline can be correct by the manager during the process of evaluation of the project if it is needed. Managers should identify alternative courses of action for achieving objectives and choose the most efficient as main one. The manager should define necessary steps and ensure effective implementation of plans.

According to R.L.Daft. Management, there are many different types of plans and planning:

Strategic planning involves analyzing competitive opportunities and threats, as well as the strengths and weaknesses of the organization, and then determining how to position the organization to compete effectively in their environment. Strategic planning has a long time frame, often three years or more. This type of planning would be good on building relations with the client and team for the long-term project.

Tactical planning is intermediate-range (one to three years) planning that is designed to develop relatively concrete and specific means to implement the strategic plan. Middle-level managers often engage in tactical planning.

Operational planning generally assumes the existence of organization-wide or subunit goals and objectives and specifies ways to achieve them. This type of planning would be mostly used in PRkvadrat, as the most of the project is short-term.

### Organizing

When the plan has been created the next important step is organize everything that might be needed. It includes human resources and materials, tools, the database of partners. The structure of responsibilities and hierarchy need to be identified.

PRkvadrat has to give extra attention to the organizing on account of specific structure of the company. When the team is built especially for the project of the client. In that case, the team is not located in the office, all too often the team can be even in different time zones. As far the organizing is the function of management that involves developing an organizational structure and allocating human resources to ensure the accomplishment of objectives adapted from (Daft, 2005). The structure in PRkvadrat is equally built, usually represented by an Account Manager, Designer and Copywriter. In the beginning of the project, the decision of how many of people would be in the team is made according to the size of the project.

According to R.L.Daft. organizing involves the design of individual jobs within the company. Decisions must be made about the duties and responsibilities of individual jobs, as well as the manner in which the duties should be carried out. In PRkvadrat all the decisions make all team. Each member of team has their own duties according to their skills, after the decision of the idea of the project has been made, each member of the team create their own part of the project.

### Leading

Leading involves the social and informal sources of influence that you use to inspire action taken by others. If managers are effective leaders, their subordinates will be enthusiastic about exerting effort to attain organizational objectives adapted from (Daft, 2005).

The plan needs to be integrated by the managers. Managers need to analyze the team, based on results, choose the management style and methods the most efficient for the project and team. The manager should be able to motivate people, define weak and strong points and lead the team to the objectives of the project or company.

In PRkvadrat has been created the atmosphere of family, the main inspirational force is the good attitude of the team. It helps people to follow deadlines, work extra hours, to keep the level of proficiency high.

Nevertheless, every team needs to have an informal leader who will know how to become effective at leading, understand the team personalities, values, attitudes, and emotions. The manager needs to provide the most effective solution for the motivation of the team.

## Controlling

Controlling involves ensuring that performance would be provided in the highest standards and in the shortest period. According to Daft. R.L. Controlling consists of three steps, which include establishing performance standards, comparing actual performance against standards, and taking corrective action when necessary. As far we were going to talk about management in the area of design, than for us the controlling quality would be: The high-level quality of the image; Keep the deadline; Satisfaction of the client (Measured by mark in the after project report); Post Production accuracy etc.

The managerial function of controlling should not be confused with control in the behavioral or manipulative sense. This function does not imply that managers should attempt to control or to manipulate the personalities, values, attitudes, or emotions of their subordinates. Instead, this function of management concerns the manager's role in taking necessary actions to ensure that the work-related activities of subordinates are consistent with and contributing toward the accomplishment of organizational and company objectives.

Effective controlling requires the existence of plans since planning provides the necessary performance standards or objectives. Controlling needs to provide the

good platform for communication. Controlling also requires a clear understanding of where responsibility for deviations from standards lies. The controlling in PRkvadrat is also responsible for the budget. The project should be done in the frame of the budget. Although controlling is often thought of in terms of financial criteria, managers must also control production and operations processes and many other activities within the organization.

The management functions of planning, organizing, leading, and controlling are widely considered to be the best means of describing the manager's job, as well as the best way to classify accumulated knowledge about the study of management. In PRkvadrat the difficulty can appear as a result of long-distance collaboration with the team. All the team located in different countries, in that case, the new methods of management should appear. The new platform for collaboration, motivation, controlling and inspiration need to be presented.

## **2.3 Management Styles and Methods**

### **Management Styles**

Each company is unique in terms of the market, culture, management experience, management methods which the company uses to deliver its products and services. Before to analyze management methods, the management the styles need to be mentioned. Management styles is the style of behavior of the manager, level of implementation to the team, leverage, the range of discretion. According to Hay-McBer there are six key leadership or management styles (Hay-McBer, 2012).

The directive style or autocratic style has the primary objective of immediate compliance from employees. The Manager provides the limit to control and power. It is mostly implemented when the total control over subordinates needed. The opinion, relationships of the team is immaterial. This style can create negative atmosphere and at the same time can increase effectiveness especially in the moment of the emergency situation or close deadline.



Directive style	
Effective when:	<ul style="list-style-type: none"> <li>• Unexperienced team.</li> <li>• Close deadline.</li> <li>• When deviations are risky.</li> </ul>

Figure 5: A scheme represents the characteristics of the Directive style of management.

Source: developed for this research.

The Authoritative (Visionary) style is more suitable for creating a vision for employees. The manager gives the vision of the company, clear directions and coordinates the process of the project solution, gives strong motivation with the feedback. The main role of the manager to control that the vision has not been changed and has been followed during the project. This style would be suitable for the long-term clients and projects when needed to be created the strong understanding of the client, values, objectives, deep understanding of the brand.

Authoritative style	
Effective when:	<ul style="list-style-type: none"> <li>• Established client.</li> <li>• Long-term project.</li> <li>• Clear directions and standards needed.</li> <li>• The leader is credible.</li> </ul>

Figure 6: A scheme represents the characteristics of the Authoritative style of management.

Source: developed for this research.

The affiliative (paternalistic) style mostly focused on creating the strong atmosphere in the company. When the high level is taken by the relationships between manager and employees. The feelings and opinion of all the employees

are meaningful. Manager cares about the attitude of employees to the task assigned, problems and feelings about and during the project. Manager decrease the conflicts establishes good personal relationships in the team. The main motivation is the feeling of good atmosphere. This style can decrease the decision-making process and can be not suitable for short deadline project.

Affiliative style	
Effective when:	<ul style="list-style-type: none"> <li>• New company.</li> <li>• Mixed with other styles.</li> <li>• Tasks routine, performance adequate.</li> <li>• Managing conflict.</li> <li>• Low work load.</li> </ul>

Figure 7: A scheme represents the characteristics of the Affiliative style of management.

Source: developed for this research.

The Participative or Democratic style gives the opportunity to the team to make their own decisions. It builds strong relations and trust inside of the team. Negative side, the process could be lengthened, more errors could appear as a result of lack of experience or credibility, deadlines could be not followed. On the positive side, this style would be optional for team building project when the project has the flexible deadline, a client who is looking for creativity and non-standart decision for his product.

Participative or Democratic style	
Effective when:	<ul style="list-style-type: none"> <li>• Employees working together.</li> <li>• Staff have experience and credibility.</li> </ul>

	<ul style="list-style-type: none"> <li>• Steady working environment.</li> <li>• As part of team building.</li> </ul>
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Figure 8: A scheme represents the characteristics of the Participative or Democratic style of management.

Source: developed for this research.

The Pacesetting style brings the dynamic and competitive work inside of the team. The manager needs to follow the team if one of the members is not performing the best result than this task goes to another member. Motivates by setting high standards and expects self-direction from employees. Unfortunately this style can be used only for short-term projects, otherwise, it would be hard to keep positive atmosphere inside, when the competition tool is used.

Pacesetting style	
Effective when:	<ul style="list-style-type: none"> <li>• When manager is expert.</li> <li>• Close deadline.</li> <li>• Highly professional team.</li> <li>• People are highly motivated.</li> <li>• Little direction/coordination required.</li> </ul>

Figure 9: A scheme represents the characteristics of the Pacesetting style of management.

Source: developed for this research.

The Coaching style is effective when is the objective is to increase the professional development of employees. This Style helps and leads employees to improve their strengths and improve their skills and effectiveness. The main motivation of this method is opportunities for professional development. This style is good for a young team, with good creative skills. At the same time, this style

would be hard to implement for short-term project or when the manager is not skilled enough.

Coaching style	
Effective when:	<ul style="list-style-type: none"> <li>• Skill needs to be developed.</li> <li>• Employees are motivated and wanting development.</li> <li>• Medium deadline project.</li> <li>• Creative project.</li> <li>• Multitasking team members.</li> </ul>

Figure 10: A scheme represents the characteristics of the Participative or Democratic style of management.

Source: developed for this research.

One more style needs to be mentioned Hybrid. It is not described by Hay-McBer but has been mentioned by Kincki and Kreithen. The main idea of this style is to combine two or three styles, each employer is different and has it is own specific. For this reason combination of the styles would be the most effective and stimulating and the manager will get the maximum result. This style is good for long-lasting relations between manager and team as well as for long-term projects or steady job with a client.

Hybrid style	
Effective when:	<ul style="list-style-type: none"> <li>• Long-term relations with the team.</li> <li>• Complicated project.</li> <li>• Long-term project.</li> <li>• Employees are not motivated.</li> </ul>

	<ul style="list-style-type: none"> <li>• Multitasking team members.</li> <li>• Skilled Manager.</li> </ul>
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Figure 11: A scheme represents the characteristics of the Hybrid style of management.

Source: developed for this research.

## Management Methods

When we are talking about management methods we consider the tools which can be used or steps which can be done to achieve the objective. It exists lots of methods of management, here would be analyzed the most appropriate for the chosen company such as: Management by Objective; Management by Walking Around; Total Quality Management and Scrum. The Methods were chosen based on size, activity and specific of the service and team structure. During the process were analyzed Waterfall method, Jonh Kotler “A Force for Change”, Five Competitive of Michael Porter, Ken Blanchard “One minute manager”, nevertheless, they were not submitted to the analysis for this company as they affected either the financial department, or they were related to larger companies, or this method was considered obsolete.

### Management by Objective

Management by objective is a well-known method which was developed by Peter Drucker and described in the book of 1954, The Practice of Management. The main idea of MBO is to define the objective for each employee and then direct their performance against of the objectives which have been set. It aims to achieve an increase of the effectiveness of the company by matching the company objectives with the objectives of subordinates. Employees receive a motivation to create their objectives and deadlines and then the manager following the process, giving feedback and do coordination to the employee to reach the objective. According to Drucker managers should avoid ‘the activity trap’, getting so involved in their day to day activities that they forget their main purpose or objective. For that reason, Drucker was putting attention that not only top managers should be

involved in the strategic planning process, but all managers adapted from (Drucker, 1954).

There are four stages in the MBO process:

- Identify the goals and objectives
- Identify the objective by each member
- Making decision by participation
- Plan execution
- Performance evaluation and feedback

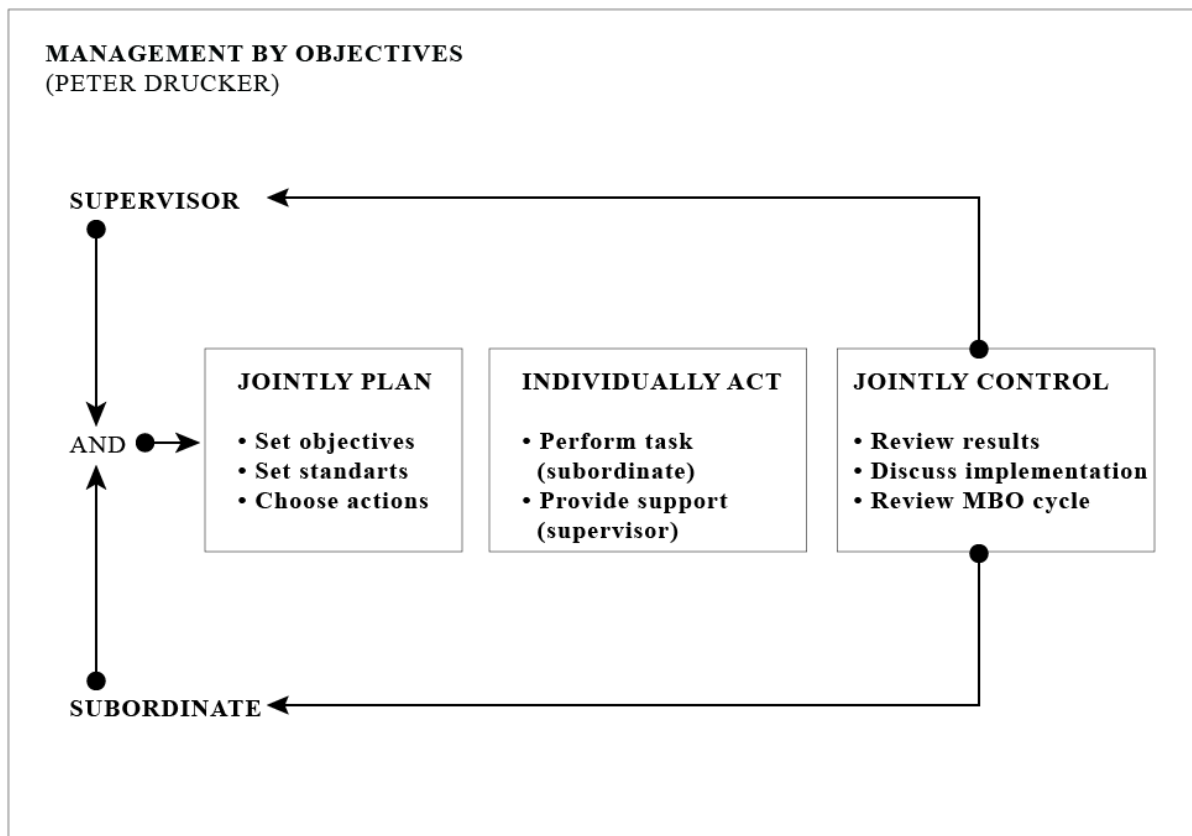


Figure 12: A scheme represents the process of the Management by Objective management method.

Source: Adapted from Drucker, P.F. "The Practice of Management " (Drucker, 1954).

As it is shown on the structure, all level managers collaborate to establish the objectives of the project or company. Then the managers collaborate with

employees to define for them their objectives. In this way, all members of the team understand and attached to the objectives which have been established.

The next stage is giving the opportunity to the manager to device their policies and regulate their own work. This stage abuses each manager's proficiency to profit the business and applauds and permits managers to continuously to improve their expertise.

The last stage consists of giving feedback, analyse and achievement of the goal. The analyse of the work which has been done, helps to discover new options how the objectives can be achieved in the more efficient way. As well this stage could be a motivation point when the employee can feel the improvement and evaluate the work.

Management by Objective method	
Effective when:	<ul style="list-style-type: none"> <li>• When all the members/ managers include in the strategic objective process.</li> <li>• Employees are not motivated.</li> <li>• Multitasking team members.</li> <li>• Skilled Manager.</li> </ul>

Figure 13: A scheme represents the characteristics of the Management by Objective management method.

Source: developed for this research.

### Management by Walking Around (MBWA)

The Method of Management by Walking Around is well known and actively implemented by many companies ( Disney, Apple, and many others). First, it was mentioned in 1982, management consultants Tom Peters and Robert H. Waterman proposed the concept in their book In Search of Excellence: Lessons from America's Best-Run Companies.

This method is based on the ability of the manager not only to talk with people but also listen and hear. The objective of this method is to interact with people, subordinate and supervise their work, look after the process and guide them, solve the problems in short time. This method allows the managers to be part of the process and understand the objectives, ideas, doubts and concerns of the team.

It is three main elements in this style adapted from (Peters T. W., 2004):

- Managers listen to people
- Managers use discussion as an opportunity to transmit the company's values
- Managers are willing to provide on-the-spot assistance and support

In the first element, the manager should interact with employees on daily basis. For that reason, the system should be created where he or she is compelled to get up and talk to the employees on a regular basis. During the second element, the main objective is to gather information, which can be useful in making decisions and resolving problems. For that reason, the conversation with the team can reach not only work topics. The third element, the connection between manager and employee need to be built. In that case, the manager could be sure that all the news or problems would be the first delivered to him or her.

The benefits of MBWA adapted from (Peters T. W., 2004):

- Creating stronger communication channels and improving employee-superior relationships

This method help manager to improve the way of communication with the team, establish an environment of openness, creates extra motivation.

- Helping everyone focus on the correct operational aspects of work

The manager have the first-hand experience of what is going on, in that case, the manager has the opportunity to have the latest data and latest update about the situation. As well this method creates an environment of feedback, in which the subordinates can provide the manager with ideas, tips.

- Improving organization's efficiency



The positive atmosphere inside of the company or project influence on peoples motivation and the managers have a better understanding of the correct operations decisions that must be made. The manager has the opportunity to react immediately to all evolving problems. In this way, the problems or misunderstanding can be solved faster which will positively influence on the timeline of the project.

Management by Walking Around Method	
Effective when:	<ul style="list-style-type: none"> <li>• Complicated project.</li> <li>• International team.</li> <li>• Employee not follow deadline.</li> <li>• Problematic team .</li> <li>• New team.</li> <li>• High proficiente and friendly manager.</li> <li>• Create long lasting team.</li> <li>• Need to improve efficiency.</li> </ul>

Figure 14: A scheme represents the characteristics of the Management by Walking Around management method.

Source: developed for this research.

### Total Quality management (TQM)

Total Quality Management method was established by the Naval Air Systems Command to describe Japanese-style management to improve the quality. The main idea of this methodology is to continually improve the quality of all processes and produce the highly superior product or service. All the company is involved in common obligation to develop the business quality. It is include the participative style of management, where each employee take part in creating the process and objectives.

Here are the 8 principles of total quality management adapted from (Aaker, 2010):

1. Customer-focused ( in our case B2B , Client-focused)

The Client defines the level of quality of the service. The company can invest in the education of the people or technical equipment, at the same time only the client decide if it was reasonable.

2. Total employee involvement

All employees take part in creating and establishing goals. The Employees should feel comfortable and respectful, it creates additional motivation. All the work systems should be continuously improved what would lead to High-performance. Self-managed work teams are one form of empowerment.

3. Process-centered

In this method, all the steps of the process are monitored in order to detect unexpected variation.

4. Integrated system

As far this method supports the Self-managed work teams, then this method more appropriate for horizontal structure. All members of the team should understand the culture, vision, mission and objectives.

5. Strategic and systematic approach

The management of quality is the strategic and systematic approach to achieving an organization's vision, mission, and goals. The main idea is to integrate the quality as a fundamental element into the strategic management.

6. Continual improvement

The TQM is a process where each step should continually improved. Continual improvement is driving force which increases effectiveness and client satisfaction.

7. Fact-based decision making

During the work of the company the data of the process and results should be collected and analyzed what would in order to improve decision-making process, quality of the service and see the weak points.

8. Communications

Communication on daily basis leads to the motivation of employees and maintains objectives. Communications involve strategies, method, and timeliness. These elements are considered so essential to TQM that many organizations define them, in some format, as a set of core values and principles on which the organization is to operate adapted from (Aaker, 2010).

Total Quality management Method	
Effective when:	<ul style="list-style-type: none"> <li>• Strengthened competitive position.</li> <li>• Adaptability to changing or emerging market conditions and to environmental and other government regulations.</li> <li>• Higher productivity.</li> <li>• Enhanced market image.</li> <li>• Elimination of defects and waste.</li> <li>• Reduced costs and better cost management</li> <li>• Increased client loyalty and retention.</li> <li>• Improved employee morale.</li> </ul>

Figure 15: A scheme represents the characteristics of the Total Quality management method.  
Source: developed for this research.

### Scrum method

Scrum is management method, the framework of agile for developing the product or the service of the company. Mostly Scrum has been used in IT projects, nevertheless this method has been noticed as an effective tool and would be

useful to implement to other areas. "It defines "a flexible, holistic product development strategy where a development team works as a unit to reach a common goal", challenges assumptions of the "traditional, sequential approach" to product development, and enables teams to self-organize by encouraging physical co-location or close online collaboration of all team members, as well as daily face-to-face communication among all team members and disciplines involved (Сазерленд, 2015)."

Scrum is a framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value. All the input, information and task is collected by the product owner and built to the list of task which needs to be done. This list (Product Backlog) contain all the project tasks sorted by priorities. Then the team (maximum 3-9 people) during sprint planning meetings choose as many tasks as they can do in the Sprint. Where Sprint is the fixed time of work until next Sprint Planning Meeting. Scrum Master is a manager who is using hybrid management style. Sprint Backlog is a list of chosen tasks which will be done until next Sprint, better if the tasks have the same objective. On the next Sprint, the analysis of the previous Sprint needs to be done. Every day the team has a daily stand-up meeting to analyze a situation where each member performs, what has been done yesterday, what would be done today and what barriers exist. Product Backlog Refinement is a meeting where the tasks can be discussed again, cleared the doubts and reanalyse priorities. Sprint Review meeting shows the results and how it was reached, it helps to analyze the process and see the work of the team during each step. The retrospective is the evalutional meeting where is shown the positive impact negative, what was helpful and what decrease efficiency during the work process. Based on the Retrospective the recommendations for the next similar Project need to be done.

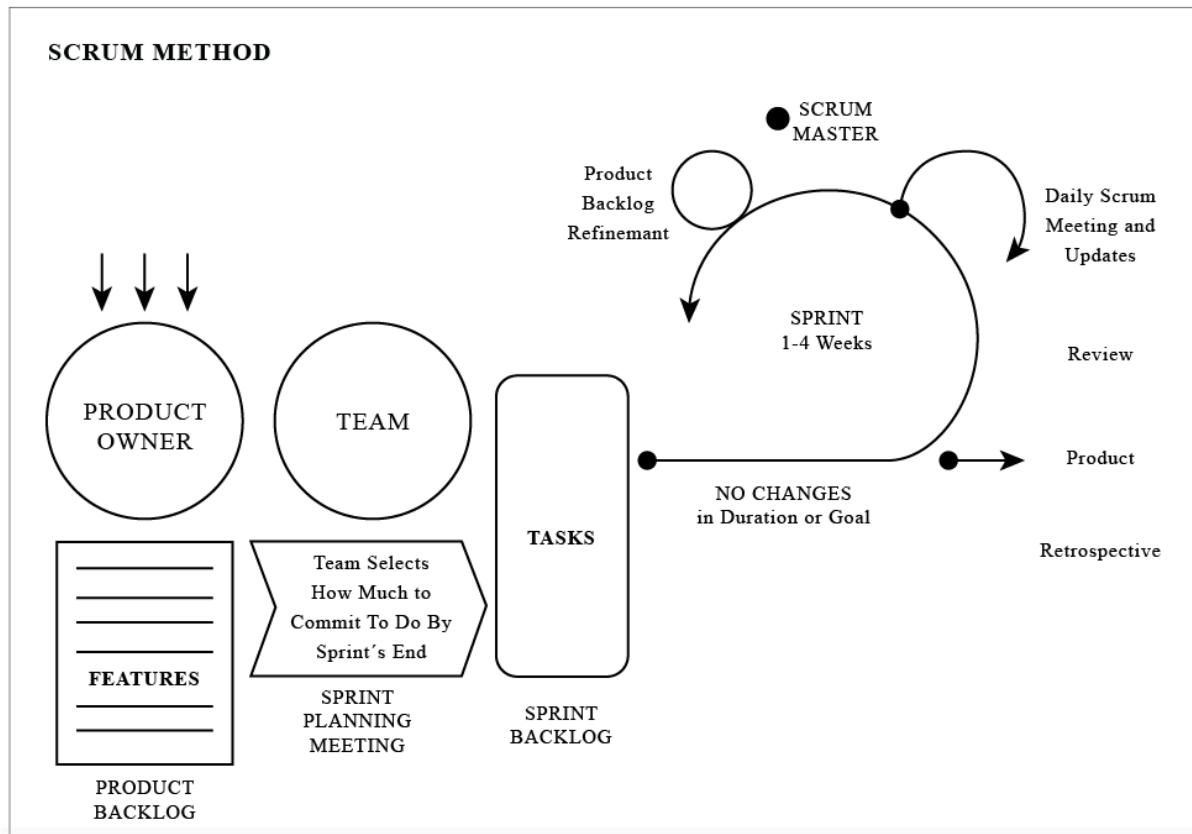


Figure 16: A scheme represents the process of the Scrum management method.

Source: Adapted from Сазерленд, Д. Scrum. “Революционный метод управления проектами (Сазерленд, 2015).”

Scrum has five values adapted from (Сазерленд, 2015):

**Commitment:** Team should be ready to collaborate and support each other.

**Courage:** Team members need coarage to accept their weaknesses and go through conflicts.

**Focus:** Team members focus exclusively on their team goals and the sprint backlog; team shoud avoid work egoism and work for one objective.

**Openness:** Team members and their stakeholders agree to be transparent about their work and any challenges they face.

**Respect:** Team members respect each other, create good atmosphere and trust in between teammates.

Scrum Method	
Effective when:	<ul style="list-style-type: none"> <li>• Respectful team.</li> <li>• Employees ready to do commitment to work as team.</li> <li>• Transparent work process.</li> <li>• Long-term and Short-term projects.</li> <li>• Individuals over process.</li> <li>• Client Collaboration.</li> <li>• Responsive to changes.</li> <li>• Daily Plan.</li> <li>• Sprint Planning Meetings.</li> </ul>

Figure 17: A scheme represents the characteristics of the Scrum management method.

Source: developed for this research.

## IT technology in management

IT technologies such as applications, project platforms, and messengers take an enormous part in communication tool and project management. Digital tools can be a technological basis for supporting and building personal networks inside and outside of the company. PRkvadrat is the multicultural company with many international projects and employees. As well PRkvadrat has the objective to improve the communication inside of the international compound team, which is located on distance and use all the communication through the internet, based on this it is important to analyse IT technology and define the most effective project management platforms. IT technology is tools for better communication by breaking distance and time barriers. The implementation of a digital network will cause a flattening of the organisation since the corporate network can partly conduct the tasks of mid-level managers. Employees further down the organisational chart have to be empowered to make more decentralised decisions,

so top management can focus on the strategy process and leadership. Employees will work together in cross-functional teams that will be responsible for business processes and projects (Ross, 2014). The success of a digital network depends heavily on the involvement and commitment of employees in terms of its design and implementation. Management has to ensure that employees have sufficient knowledge and motivation to use the digital network.

As it can be seen from the SWOT analysis in Prkvadrat exist a strong lack of communication which can be covered by professional integration of digital technology. Based on this the analysis of reviews of design management platforms has been done and defined three of the most acceptable platforms for projects in PRkvadrat.

Name of the platform	Quantity of team members	Comfort for Managers	Comfort for Copywriters	Comfort for Designers	Price
Asana	15/ Unlimited	+	+	+	Free for 15 Users
Trello	Unlimited	+/-	-	+	Free
Basecamp	Unlimited	+/-	+/-	+	20 € per month

Figure 18: A scheme represents the characteristics of Project management platforms.

Source: developed for this research.

Based on this analysis and review of best project management software, can be defined that asana would be one of the most productive platforms for the PRkvadrat (Review, 2016). As well Asana has competitive strength as mobile application.

## 2.4 Productivity

Productivity is a measure the efficiency of the company, project, individual. Productivity describes various measures of the efficiency of production. A productivity measure is expressed as the ratio of output to inputs used in a production process, i.e. output per unit of input. Productivity is a crucial factor in production performance of firms and nations. Productivity growth also helps businesses to be more profitable adapted from (Sumanth, 2000).

Based on this definition can be seen that productivity is a measure to assess how efficient the work in the company. In our case, the productivity of PRkvadrat needs to be measured and defined how to increase the productivity through management methods. First of all the connection between the productivity and management methods need to be found.

Ruch and Hershauer (1947) developed the Conceptual Schematic Productivity model to diagram the major influential relationships of a number of a variable that effect productivity. "They categorized the variables as primary factors, secondary factors, individual factors, organizational controllables, individual and organizational demographics, and bodies of knowledge or files of information (Ruch, 1994)." This scheme will show the components of the productivity and how to influence it.



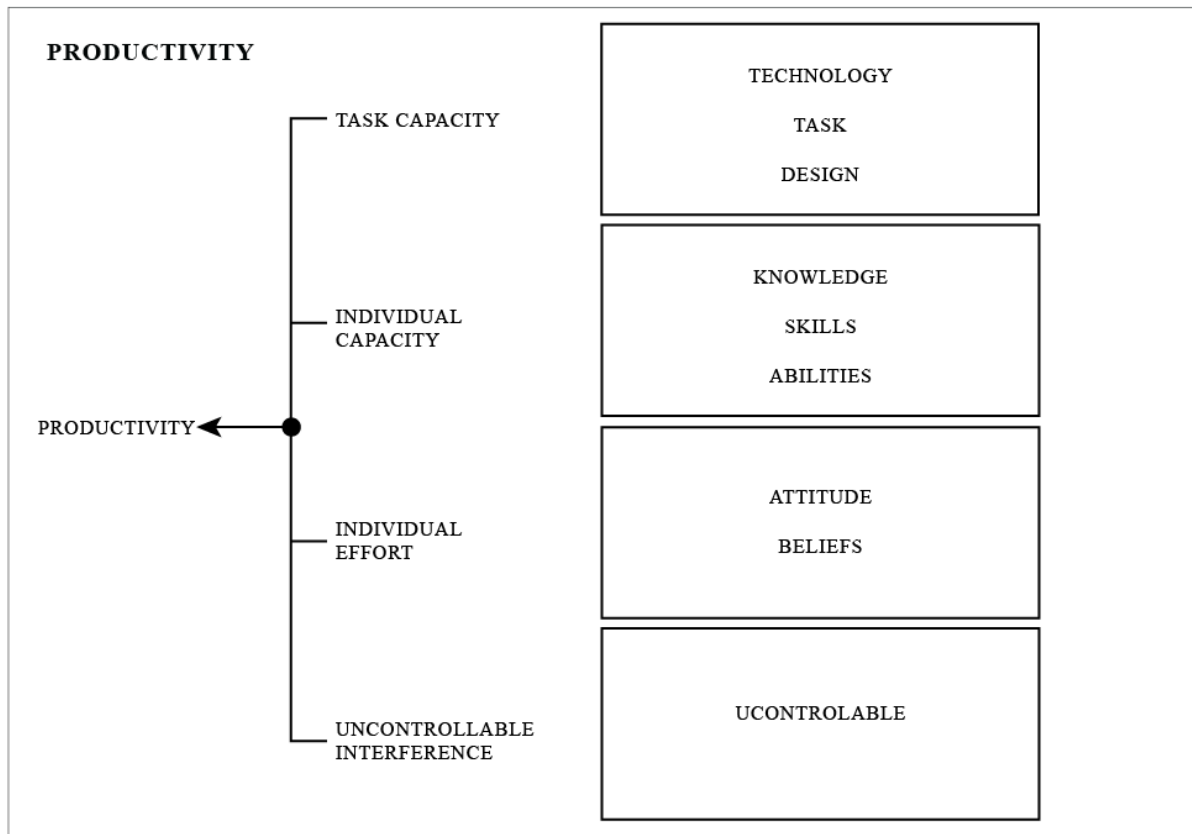


Figure 19: A scheme represents the Components of the Productivity.

Source: Adapted from Ruch, W. A. "Organizational Linkages: Understanding the Productivity Paradox (Ruch, 1994)."

In this model can be seen that Productivity model consist of 4 major aspects: task capacity, individual capacity, individual effort and uncontrollable interferences. When the manager will take into consideration the Individual Capacity, motivate the Individual effort and established objectives than the productivity of the task for a given time period results. Unfortunately the interference cannot be controlled, such as weather change, breakdowns of electricity etc.

It is important to realize that the correct management methods and style increase productivity of all employees and as a result company altogether.

## Measurement of Productivity

Mathematically the formula for productivity is output divided by work (input). Where O denotes output, I denote input and P denotes productivity adapted from (Ruch, 1994):

$$P = O / I = \text{Output} / \text{Input}$$

This measure pertains to companies with defined product. In that case to measure the productivity of the project become an easy process. Then the income can be divided to the cost of the production and the result would be productivity of the company.

When the service needs to be measured then it is critically important to define the inputs and outputs. In that case first of all, need to be established the company objectives. The productivity of the team or individual would depend on how the defined objectives of the team or individual will match the objectives of the company or project. The aim of the manager is to align team process with organizational goals. It is the responsibility of management, therefore, to develop measures that will elicit organizationally desirable behaviors.

Following the same logic, the productivity measurement system at each level of analysis should be developed to direct behaviors and performance at one level of the organization to the goals at the next higher level adapted from (Ruch, 1994).

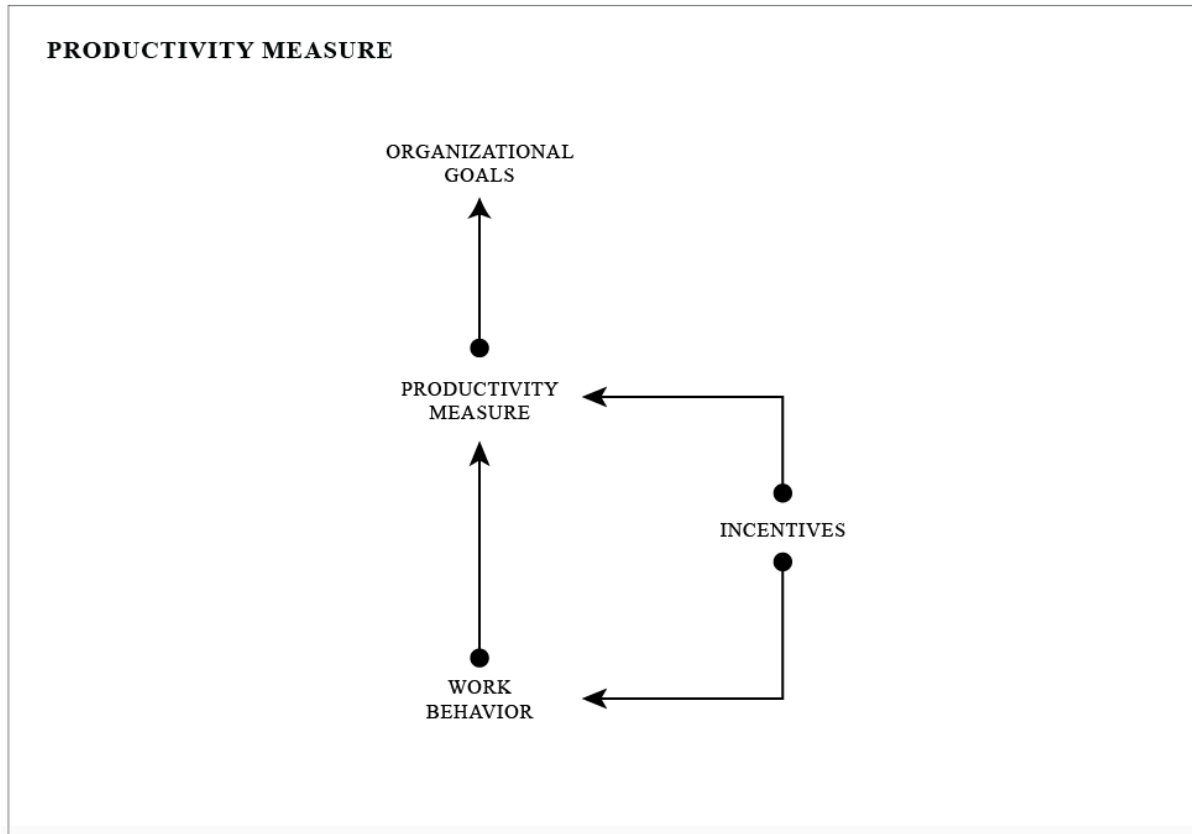


Figure 20: A scheme represents the Productivity measurement system.

Source: Adapted from Ruch, W. A. "Organizational Linkages: Understanding the Productivity Paradox (Ruch, 1994)."

As we can see on the scheme above the productivity measure consist of the concurrence of the organizational goals, work behavior and extra incentives. All these components are the function of the manager. The productivity would increase when the correct methods and style of management would be chosen. The efficiency of the productivity has a connection with the manager work and how well the objectives of the project or company would be implemented, how fast the manager would react on the employees behavior change, how fast would be noticed that the team got out of time.

At the business unit level, managers will direct activities, allocate resources, and make other decisions to maximize performance as specified in the measurement system (especially if rewards are tied to performance). "At each intermediate level of analysis, therefore, productivity measures should be selected

and positioned such that the performance of the unit directly contributes to the goals at the next higher level (Ruch, 1994).”

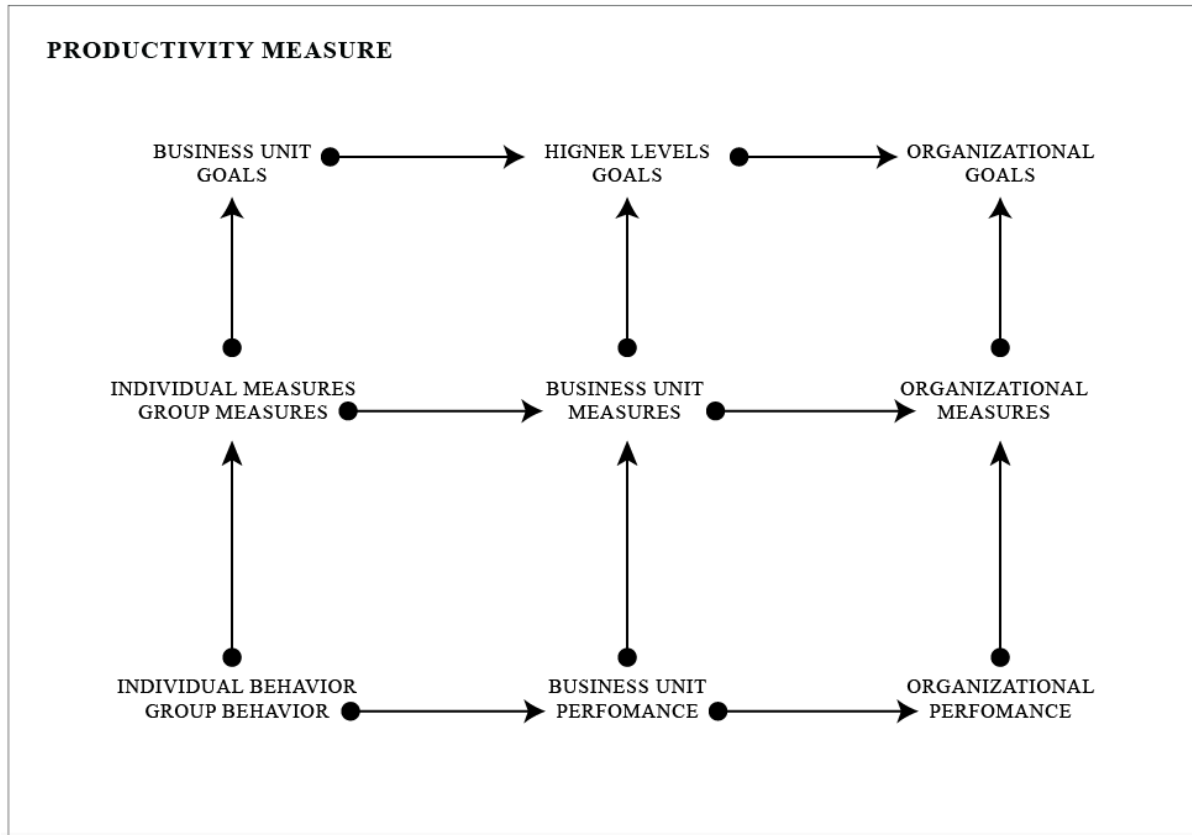


Figure 21: A table represent the Productivity measurement system.

Source: Adapted from Ruch, W. A. “Organizational Linkages: Understanding the Productivity Paradox (Ruch, 1994).”

In the scheme above can be seen that productivity of a Business Unit has a direct connection with the understanding of values of the company and the objectives of each team or individual. The productivity of each level depends on the level of management of the each element. When the management methods work properly then the sum of productivity of each level increase Company Performance.

Based on those schemes the strong connection between management methods and productivity can be seen.

As was written above the objectives of the company to provide high level service, increase a position on the market, increase the sales and maximize the profit, attract new clients and increase the loyalty of the clients, develop client-company relations, develop professionalism, quality and efficiency of work, to create the most efficient team for the new clients and markets. Based on the objectives and values of the company and the understanding of the connection between productivity of each department and final result, it was made decision to create evaluation form as one of the ways to measure the productivity and effectiveness of the company.

According to the Productivity model the The Performance Evaluation For Creative Agency form has been created. To create the form, the following information was used: to measure productivity, the productivity of each department is important - we make each department involved in the form; the performance of each department is measured by the objectives assigned - we include the main tasks of each department; we form a scale according to which the client will evaluate the productivity of the company. Based on this form the indicator of productivity can be measured. The clients of the company have filled this form, before the chosen management method has been implemented and would be filled after. The difference of the score will help to define if the management method and style has been defined and implemented correctly.

Performance Evaluation for Creative Agency					
Client:					
Company Name: Prkvadrat		Evaluator:			
Vendor Code:		Date:			

		1-5			
A	Account service	Weight	Evaluation	Weighted Score	Comments
1	Account manager's service level (i.e. Speed of service provided, Operational excellence)	10%	0	-	
2	Understanding of work scope requested by Client (project planning)	5%	0	-	
3	Professional capability of Agency's team members	10%	0	-	
4	Documentation Flow (i.e. budgets, approvals) & Ease of Communication	5%	0	-	
5	Accuracy of documentation & invoicing in accordance with Client process and procedures	5%	0	-	
Total		35%		-	
B	Strategic planning	Weight	Evaluation	Weighted Score	Comments
1	Understanding of Client	5%	0	-	
2	Understanding of Client's business	5%	0	-	
3	Able to propose integrated communication strategy delivering great effectiveness	10%	0	-	
4	Able to propose effective strategy to support Business growth	10%	0	-	
Total		30%		-	
C	Creative	Weight	Evaluation	Weighted Score	Comments
1	Ability to bring new programs to build positive corporate image of Client	5%	0	-	
2	Demonstrate "Out of Box" thinking in all forms	5%	0	-	
3	Demonstrate great understanding of available communication channels as well as upcoming trends	10%	0	-	
4	Demonstrate creative proposal to address business growth	5%	0	-	
Total		25%		-	
D	Design	Weight	Evaluation	Weighted Score	Comments
1	Ability to understand the Brand Language of the client	5%	0	-	
2	Demonstrate creative design proposal	5%	0	-	
Total		10%		-	
Final Score		100%		-	

Evaluation scale	
1	2 3 4 5
LOW	Medium High

Figure 22: A scheme represents the form “Performance Evaluation For Creative Agency” to measure the productivity of the company.

Source: developed for this research.

## **2.5 Recommendations on the choice of adequate management methods and styles to increase the productivity of the workflow.**

Analysis of Database of management styles and methods for the specific company.

In the modern world, management is one of the important characteristics of the company based on the knowledge that the management methods and styles having a strong influence on the work process and as a result making the company stronger on the Market. As it was described in the chapter “Productivity”, the productivity can only be increased if effective management is done in the company. The company PRkvadrat has specific of having well formed office team for established clients and they use compound international distance team for new or international clients. This case is unique for Belarus nevertheless this type of companies would appear more often. In the modern world frequently the companies objective is to achieve as many markets as possible. Based on this the chosen database of management methods and styles would be analyzed according to needs and objectives of the company.

The sheme bellow presentes the features of the management styles according to the workflow characteristics which has influence on the work process of the team in the office or compound team of PRkvadrat. The Workflow characteristics in PRkvadrat were taken from the work process and SWOT analyse (strength, weaknesses, opportunities and threats of the company) and general information of the company (Prudnikova, 2011). On the sheme bellow the connection of the workflow characteristics of the PRkvadrat and data of SWOT analyse can be seen. Each aspect of the SWOT analyse has the color, near each characteristic of the workflow the colorful squares on the left can be seen. Each square shows the connection between characteristic of the workflow and on which aspects of the weak or strong (based on SWOT analyze) aspects of the company it will influence. The positive affection on workflow characteristics with the management methods and style will lead to increase of productivity and strengthen of the company position on the Market.





built for each new project this statement will not be appropriate . The newly created team has no expectations of the management style which would be implemented or commonly used in the company.

PRkvadrat Analysis							
Workflow characteristics	Management Style Name						
	Directive style	Auturitative style	Affiliative style	Democratic style	Pacesetting style	Coaching style	Hybrid style
Comfort of the office team	-	+	+	+	-	+	+
Comfort of the international team	-	+	+	+	-	+	+
Effective of distance	+	-	-	+	+	+	+
For Short-term project	+	-	-	-	+	-	+
For Long-term project	-	+	+	+	-	+	+
For Extreme Deadline situation	+	-	-	-	+	-	-
Conflict resolution	-	+	+	+	-	+	+
Effective for young team	+	+	+	-	+	+	+
Effective for professional team	-	-	+/-	+	+	-	+
Multitasking members of the team	-	+	+/-	+	+	+	+
Narrow-focused team	+	-	+/-	-	-	+	+
Problematic team	+	+	+	-	+	+	+
Strong Moderation of Manager	+	+	+	-	+	+	+
Low Moderation of Manager	-	-	-	+	-	-	+
New client	+	-	-	+	+	-	+
Established client	-	+	+	+	-	+	+
Increase professionalism of the team	-	+	+/-	+/-	+	+	+
Increase productivity	+/-	+	+/-	+	+	+/-	+
Increase motivation	-	+	+	+	+/-	+	+
Improve employee vision of the company	-	+	+	+	+	+	+
Reduce cultural difference	-	-	+	+	-	+	+
Steady to external changes	-	-	+	-	+	-	+

Figure 24: A table represent the effectiveness of the Management Style on the Workflow Process.

Source: Interviews with company managers and management experts of Belarus.

Based on the analysis of the scheme of Styles of Management above the conclusion can be done. For the stressful situations, short deadline time and the product or service need to be delivered in good quality in the nearest time, the managements style Directive and Pacesetting should be used. This styles has a negative impact for the team and can not be used as long-term style. Nevertheless to increase productivity and reduce the time of the process the Pacesetting style will have a positive impact on the result. The Directive style would be recommended to use for extremely short deadline and urgent situations. It is not recommended to apply this style frequently since it can have a devastating effect on the atmosphere in the company.

In other cases would be recommended to use the Hybrid style of management. This style responds the most to a quick changing society, external influence and quick lifestyle of the modern world. The Hybrid style can provide the positive impact to the company, team, productivity of workflow, without losing motivation of the team. As well it can be successfully implemented for the office established the team and newly compound on distance team of PRkvadrat. By combining different styles for each individual, team, and project, the manager would be able to create high productivity index, the comfort of work, high result and good quality product or service. It should be mentioned that before to choose the management styles for implementing to Hybrid style, an analysis of the team and the Project should be done. On the basis of the research the decision of, which management styles are the most appropriate for combining, should be done.

The same logic would be used as were used before for analyze of the management styles. Previously, we have already outlined the characteristics of the management methods classic or popular in the market. The analyze of the management methods have been done, build on the workflow characteristics which has the strong connection with information from SWOT analysis of the company. Based on scheme bellow, we would be able to give recommendations on the most appropriate management methods for PRKvadrat. The management method will influence on the workflow characteristics, which will bring to increase productivity and more stable position of the PRkvadrat on the Market.

PRKvadrat Analysis				
Workflow characteristics	Management Method Name			
	Management by Objective Method	Management by Walking Around Method	Total Quality management Method	Scrum Method
Comfort of the office team	+	+	+	+
Comfort of the international team	+	-	+	+
Effective of distance	+	-	+/-	+
For Short-term project	-	+	-	+
For Long-term project	-	+	+	+
For Extreme Deadline situation	-	+/-	-	+
Conflict resolution	+	+	+	+
Effective for young team	+/-	+	+	+
Effective for professional team	+	+	+	+
Multitasking members of the team	+	+	+	+
Narrow-focused team	-	+	+	+
Problematic team	+/-	+	+	+
Strong Moderation of Manager	+/-	+	+	+
Low Moderation of Manager	-	-	-	+/-
New client	-	+	+	+
Established client	+/-	+	+	+
Increase professionalism of the team	+	+/-	+	+
Increase productivity	+	+	+	+
Increase motivation	+	+	+	+
Improve employee vision of the company	-	+	+	+/-
Reduce cultural difference	-	-	+	+
Steady to external changes	-	+	+	+

Figure 25: A table represent the effectiveness of the Management Methods on the Workflow Process.

Source: Interviews with company managers and management experts of Belarus.

According to analysis which has been done in the scheme above, a conclusion can be drawn and a recommendation on the use of management methods can be given. Unfortunately, the management method of Management by Objective will be the least effective for the company, therefore it is not recommended to use. Management by Walking Around will be effective only for the team that works in the office. It would be good in increasing motivation and general atmosphere of the office would be less effective for the team which works of distance. Total Quality Management will be effective for both teams of the company, for the office team and the international team which is working on distance. This management method would be more appropriate for the long-term projects and established clients. As it is known from the PRKvadrat Year report (Prudnikov, 2016), the compound international team works mostly with the new projects and more frequently with new clients. Based on this, the method Total Quality Management would be recommended for the office team only. According to the scheme above Scrum has been shown as the most promising

management method for the company. It has positive results for the most of the work flow characteristics and could be recommended to be implemented as to the office as to the international team. Nevertheless need to be noticed that office team working mostly with established clients where the work process and results is more predictable. In that case, would be recommended to use the Total Quality Management method where the objective of the method is to raise the quality of the service what would lead to the more positive effect on a client.

In today's world, we can no longer adhere to one model of management method and style, management like any other structure should be flexible. The design of management is the decision of the future, with certain parameters and the already created basis of methods, techniques and styles, you can create a complex style and management method for a specific project. For that reason, our recommendation would be to use the Hybrid style for normal workflow and Directive and Pacesetting for extreme deadline situation. The pacesetting style is for less problematic situations and Directive style for the more extreme situation. The management methods would be recommended, the Total Quality management method for the office team and the Scrum method for the compound long distance team.

Prkvadrat Recommendation			
		Office team	Compound distance team
Normal timeline Workflow	Management Style	Hybrid Style	Hybrid Style
	Management Method	Total Quality Management	Scrum
Extreme Deadline situation	Management Style	Directive/Pacesetting styles	Directive/Pacesetting styles
	Management Method	Total Quality Management	Scrum

Figure 26: A scheme represents recommendation of the management styles and methods to increase productivity and effectiveness for the company PRkvadrat.

Source: developed for this research.

Implementation of Design Management Method in specific company.

This recommendation was presented to the agency of Marketing Services and has been implemented and increase the company's productivity. As it was mentioned before, it was suggested to implement the two different management methods for the two teams of the company. It was based on the fact that the workflow and objectives of the two work teams are different. The office team mainly works with established clients and located is in the office, and the international team works with the new clients and all the work process is built on the distance. For the office team, the main objective is to establish good relations with the client and increase client satisfaction and the compound international team objective is to produce a good quality product in the short time.

To implement the management methods and styles successfully the training in the company was conducted. It was made the decision to use Lewin's Change Management Model, as a successful model which has been used before in the company. The positive aspect, the company has experts on this implementation model.

The Lewin's Change Management Model has 3 stages: Unfreeze, Change, Refreeze as it can be seen on the scheme below adapted from (Левин, 2000). The motivation is created with the first stage (unfreeze). Unfreeze stage, where the need to be done the communication about why this change is necessary, reduced doubts and concerns, analyzed the data and created the action plan. The next step is Change, where people get used that things would be different. During the Change, the effectiveness is promoted and people empowered to embrace new ways of working change, they learn and follow the instructions. The third step is the Refreeze, during the last stage the changes become a part of the company culture. It needs to be checked that implementation happened successfully and the team is using the new way of behavior. During the last stage is important to celebrate all the positive result and do feedbackloop to analyze what can be done better.

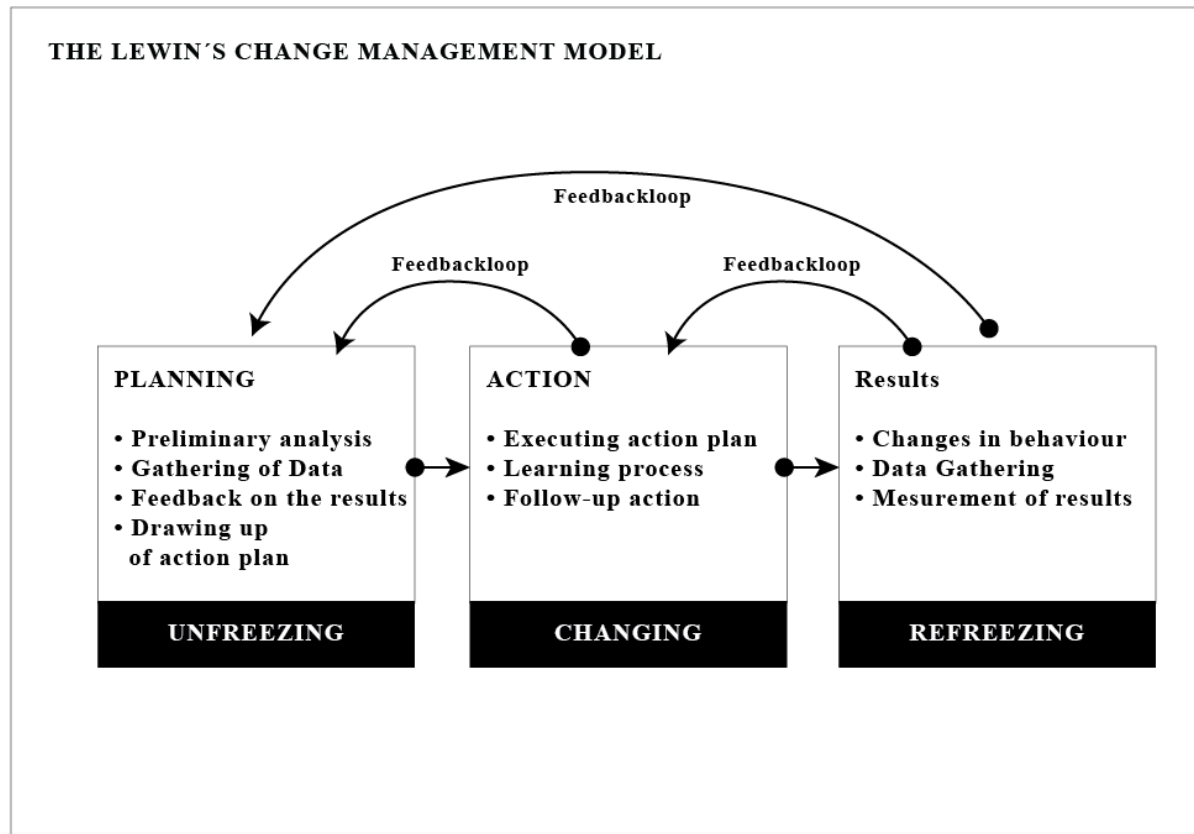


Figure 27: A table represent the Lewin's change management model.

Source: developed for this research.

Implementation of management methods and styles in the company PRkvadrat were guided within six months. It has been done in the test mode and only with the part of the team. Nevertheless, during the four projects, the new methods and styles have been implemented, two projects have been done in the office with the established clientes and two projects with the compound team on distance.

Collecting results of productivity of the company during four projects.

PRkvadrat evaluated our proposals and decided to implement management methods and styles according to the proposed scheme (Annex1). For this purpose, four projects were selected, the first of which was a project with an established JTI client.

Client: JTI.

Project: Sobranie. One to One.

Objective: Increase awareness about the product and build a database.

Team: Office team.

Location: In the office Minsk, Belarus.

Timing: Long-term project, with the comfortable timing for both sides.

Management style: Hybrid.

Management Method: Total Quality Management.

Digital Platform: Asana.

Prvkadrat has been cooperating with JTI for more than three years, therefore this client belongs to the group of established clients. Japan Tobacco Inc. cigarette manufacturing company. JTI makes and sells some of the world's best-known brands including Winston, Camel and Mevius. Today JTI do business in more than 100 countries (JTI).

Over the past year, PRkvadrat formed a team to work with this particular client to work with this specific client. The team is located in the office and consists of 5 people: Account Manager, Assistant, two Copywriters and one Designer. Based on the initial characteristics and using the proposed table of recommendations, a hybrid management style and total quality management method for implementation were selected.

Since the client was well-established and the project was not limited to a strict time frame, a hybrid style which consisted of elements of democratic and coaching styles were applied. This style in combination with Total Quality Management Method allowed the team to work interestingly, were presented unusual solutions, the team was motivated and improved the quality of the product.

Due to the fact that the work on the project took place in the office. All the process were under the attention of the coach of the implementation of the management style and management method. This project went smoothly and there were no difficulties in the work. The team was motivated, reacted to the changes with enthusiasm. The team perfectly knows the client and the established

process, in this way it was easier to find the weak aspects and strengthen them to deliver a better service.

The result of the work was the high appreciation of the client, and satisfactory evaluation according to our form of client satisfaction. The client and the team were satisfied and decided to continue working on the proposed management methodology. The management style can vary depending on the task and the time frame.



Performance Evaluation for Creative Agency					
Client: JTI					
Company Name: Prkvadrat			Evaluator: Nadtochiy Oxana		
			Date: 31/03/2017		
		1-5			
<b>A</b>	<b>Account service</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>	<b>Comments</b>
1	Account manager's service level (i.e. Speed of service provided, Operational excellence)	10%	5	0,50	
2	Understanding of work scope requested by Client (project planning)	5%	5	0,25	
3	Professional capability of Agency's team members	10%	5	0,50	
4	Documentation Flow (i.e. budgets, approvals) & Ease of Communication	5%	5	0,25	
5	Accuracy of documentation & invoicing in accordance with Client process and procedures	5%	4	0,20	
Total		35%		1,70	
<b>B</b>	<b>Strategic planning</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>	<b>Comments</b>
1	Understanding of Client	5%	5	0,25	
2	Understanding of Client's business	5%	5	0,25	
3	Able to propose integrated communication strategy delivering great effectiveness	10%	5	0,50	
4	Able to propose effective strategy to support Business growth	10%	5	0,50	
Total		30%		1,50	
<b>C</b>	<b>Creative</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>	<b>Comments</b>
1	Ability to bring new programs to build positive corporate image of Client	5%	5	0,25	
2	Demonstrate "Out of Box" thinking in all forms	5%	5	0,25	
3	Demonstrate great understanding of available communication channels as well as upcoming trends	10%	5	0,50	
4	Demonstrate creative proposal to address business growth	5%	5	0,25	
Total		25%		1,25	
<b>D</b>	<b>Design</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>	<b>Comments</b>
1	Ability to understand the Brand Language of the client	5%	5	0,25	
2	Demonstrate creative design proposal	5%	5	0,25	
Total		10%		0,50	
<b>Final Score</b>		<b>100%</b>		<b>4,95</b>	
<b>Evaluation scale</b> 1      2      3      4      5 LOW                      Medium                      High					
<b>Overall Evaluation</b> <b>4,95</b>					
Prepared by Zhukovskaya Elena      20/03/17 Reviewed by Pimenov Victor      31/03/17 Approved by Nadtochiy Oxana      31/03/17					

Figure 28: A table represent the form "Performance Evaluation For Creative Agency" to measure the productivity of the company by the client JTI.

Source: developed for this research.

As can be seen in the table above, the JTI client was satisfied with the company's performance. The overall productivity rate is 4.95. According to the annual report of PRkvadarat for the previous year, this coefficient was 4-4.5

(Prudnikov, 2016). It can be concluded that the productivity indicator increased by 0.45-0.95, the implementation of management method and management styles was successful and it positively influenced on the productivity of the company (Annex 2).

The second project was Bref Lemon. The compound team has been used what gave the opportunity to implement another method and styles of management.

Client: Bref.

Project: Bref Lemon.

Objective: Familiarize with the product, carry out a promotion and increase sales.

Team: Compound International Team. Located in Portugal, Belarus, Kazakhstan, Ukraine.

Timing: Short-term project.

Management style: Hybrid.

Management Method: Scrum.

Digital Platform: Basecamp.

The next project was Bref lemon of Henkel for the Kazakhstan market. The objective of the project to raise awareness of the population about the new SKU of the brand Bref. Henkel is an international company, which is leading brands and technologies in the three business areas: Adhesive Technologies, Beauty and Care, Laundry and Home Care. Henkel Adhesive Technologies is the global leader in the adhesives market. In its Laundry & Home Care and Beauty Care businesses, Henkel holds leading positions in many markets and categories around the world. As a recognized leader in sustainability, Henkel holds top positions in many international indices and rankings (Henkel).

Despite the importance of this client, it was decided to apply the recommended scheme of work. Based on the fact that the client was in Kazakhstan, an international team was formed. The team was: Account Manager (Kazakhstan), Copywriter (Russia, Belarus), Designer (Belarus, Portugal).

It was decided to use Scrum Management Method and Hybrid Style. As far it was short time project and was the first project on distance with such an

important client, the Hybrid style consists of the Democratic style with the little implementation of the Pacesetting style. Usually, the decision about the combination of style was made by manager and trainer of implementation of the management changes. The decision was based on the scheme above "Figure 21: A table represent the effectiveness of the Management Style on the Workflow Process".

During the workflow, from the beginning were found a few difficult moments, which could turn as a minus for the project or as a plus. One of these factors was the time zone difference, which was between three and six hours. Nevertheless, right management of this aspect helped to turn this negative aspect into a positive. Usually all the tasks a Designer receives from a Copywriter and a Account Manager after their part of work is already done. With this in mind, the work was built in such a way that Copywriter worked during the light day (according to his time zone), and sent work in the evening to designer who was in the time zone 3 hours back. During evening time in Kazakhstan (as the latest time zone), the Sprint Planning Meeting took place, where the Sprints were managed and formed Sprint Backlog. The designer got a job in the afternoon (as his time zone was the earliest) and could work the whole evening and sent a job at the end of the working day according to his time zone. In this way by the morning Copywriter and Acounter already had the work task done, which they sent in the end of the previous day. By the time the designer would woke up, the comments to work have already been prepared and sent. In this way the reduce of the time has been done, the workflow was active twenty-four hours.

The Scrum management method allowed not only to ensure the productive operation of the team, but also optimize the process. In this project, the negative aspect that the team was on a distance was transformed into a positive characteristic. It allowed not only to successfully organize the workflow, but also to surprise the client with the speed of work and level of the productivity. In the beginning of the project, before the team set up the workflow and was used to the new Scrum management method, the team experienced difficulties and the manager had the need to apply the Pacesetting management style. Nevertheless,

already in the middle of the project, the workflow was set up and justified itself with an indicator of productivity and the client's assessment below (Annex 3).

Performance Evaluation for Creative Agency					
Client: Bref					
Company Name: Prkvadrat			Evaluator: Elmira Telepova		
			Date: 04/04/2017		
			1-5		
<b>A</b>	<b>Account service</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>	<b>Comments</b>
1	Account manager's service level (i.e. Speed of service provided, Operational excellence)	10%	5	0,50	
2	Understanding of work scope requested by Client (project planning)	5%	4	0,20	
3	Professional capability of Agency's team members	10%	5	0,50	
4	Documentation Flow (i.e. budgets, approvals) & Ease of Communication	5%	4	0,20	
5	Accuracy of documentation & invoicing in accordance with Client process and procedures	5%	4	0,20	
Total		35%		1,60	
<b>B</b>	<b>Strategic planning</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>	<b>Comments</b>
1	Understanding of Client	5%	5	0,25	
2	Understanding of Client's business	5%	5	0,25	
3	Able to propose integrated communication strategy delivering great effectiveness	10%	5	0,50	
4	Able to propose effective strategy to support Business growth	10%	4,5	0,45	
Total		30%		1,45	
<b>C</b>	<b>Creative</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>	<b>Comments</b>
1	Ability to bring new programs to build positive corporate image of Client	5%	5	0,25	
2	Demonstrate "Out of Box" thinking in all forms	5%	5	0,25	
3	Demonstrate great understanding of available communication channels as well as upcoming trends	10%	5	0,50	
4	Demonstrate creative proposal to address business growth	5%	5	0,25	
Total		25%		1,25	
<b>D</b>	<b>Design</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>	<b>Comments</b>
1	Ability to understand the Brand Language of the client	5%	5	0,25	
2	Demonstrate creative design proposal	5%	5	0,25	
Total		10%		0,50	
Final Score		100%		4,80	
<b>Evaluation scale</b> 1      2      3      4      5 LOW                      Medium                      High					
Overall Evaluation 4,80					
Approved by Elmira Telepova                      04/04/17					

Figure 29: A table represent the form "Perfomance Evaluation For Creative Agency" to measure the productivity of the company by the client Bref.

Source: developed for this research.

The next project, in which management methods and styles were implemented according to recommendations is the project with the well known cliente Henkel and their brand Persil.

Client: Henkel.

Project: Persil Red Ribbon.

Objective: Increase trust and loyalty to the product.

Team: Compound International Team. Located in Portugal, Belarus, Kazakhstan.

Timing: Short-term project.

Management style: Hybrid.

Management Method: Scrum.

Digital Platform: Asana

The next Project also took place on the market of Kazakhstan. In spite of the fact that the previous project with this client was successfully carried out, this client can not be added to the established clients group. As it was mentioned before, Henkel is a very big client with various departments, which often rarely interact with each other as they relate to different brands or departments. Henkel is an international company, which has three business areas: Adhesive technologies, Beauty and Care, Laundry and Home Care (Henkel).

Nevertheless, the previous experience was very valuable for the company and it was decided to repeat the scheme which was successfully implemented earlier. An international team was formed. The team was: Account Manager (Kazakhstan), Copywriter (Belarus), Designer (Portugal). It was decided to use the Scrum Management Method and Hybrid Style again. As far it was a short time project and the previous project had some problems, it was decided to use the Hybrid style which consisted from the Democratic style with the little implementation of the Pacesetting style.

Some of the members of the team were involved in the previous project, which greatly simplified the implementation of the management styles and methods to the new project. The experience gained in the previous project helped in determining the timeframe, the time between the Sprints, the time which is the

most suitable for the Sprint Planning Meeting. Thereby, this project went quiet, without additional difficulties. A high result of the project productivity and comfort of work in the project was already expected and predicted. A specific and positive aspect in the application of Scrum management Method was the control and self-control of timing for each team member. If previously in the work of the company, it was observed that member of the team could delay the execution of his part of the work, which made the work of the subsequent member of the team dependent on the first. During the Scrum management method, this minus has been corrected, since each member of the team has learned to realistic evaluate the time and feel responsibility in front of the next in the work process chain member of the team.

Performance Evaluation for Creative Agency				
Client: Persil				
Company Name: Prkvadrat		Evaluator: Anganar Alexander		
		Date: 28/02/2017		
		1-5		
<b>A</b>	<b>Account service</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>
1	Account manager's service level (i.e. Speed of service provided, Operational excellence)	10%	5	0,50
2	Understanding of work scope requested by Client (project planning)	5%	4	0,20
3	Professional capability of Agency's team members	10%	5	0,50
4	Documentation Flow (i.e. budgets, approvals) & Ease of Communication	5%	5	0,25
5	Accuracy of documentation & invoicing in accordance with Client process and procedures	5%	4	0,20
Total		35%		1,65
				-
<b>B</b>	<b>Strategic planning</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>
1	Understanding of Client	5%	5	0,25
2	Understanding of Client's business	5%	5	0,25
3	Able to propose integrated communication strategy delivering great effectiveness	10%	5	0,50
4	Able to propose effective strategy to support Business growth	10%	5	0,50
Total		30%		1,50
<b>C</b>	<b>Creative</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>
1	Ability to bring new programs to build positive corporate image of Client	5%	5	0,25
2	Demonstrate "Out of Box" thinking in all forms	5%	5	0,25
3	Demonstrate great understanding of available communication channels as well as upcoming trends	10%	5	0,50
4	Demonstrate creative proposal to address business growth	5%	5	0,25
Total		25%		1,25
<b>D</b>	<b>Design</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>
1	Ability to understand the Brand Language of the client	5%	5	0,25
2	Demonstrate creative design proposal	5%	5	0,25
Total		10%		0,50
Final Score		100%		4,90
<b>Evaluation scale</b>				
<div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> </div> <div> <div>LOW</div> <div>Medium</div> <div>High</div> </div>				
<b>Overall Evaluation</b>				
4,90				
Approved Anganar Alexander		28/02/17		

Figure 30: A table represent the form “Perfomance Evaluation For Creative Agency” to measure the productivity of the company by the client Persil.

Source: developed for this research.

Respect and awareness of the time frame for each goal helped to adjust the smooth running workflow without broken deadlines by team members. Scrum

management method positively influenced on the workflow comfort of the team, which had a positive effect on the results and was marked by high client ratings which can be seen in the scheme above (Annex 4).

The fourth project, which managed to introduce a new approach to choosing the style and method of management became Oettinger.

Client: Oettinger.

Project: Oettinger. October festival.

Objective: To stimulate Oettinger beer consumption within the limits of legislation and a limited budget.

Team: Compound International Team. Located in Portugal, Belarus, Kazakhstan.

Timing: Long-term project.

Management style: Hybrid.

Management Method: Scrum.

Digital Platform: Asana.

Oettinger Brauerei is a brewery group in Germany. Oettinger produces a whole range of beers, export or wheat beer, light or dark, with strawberry flavoring or alcohol-free. Oettinger has been Germany's best-selling beer brand since 2004 with an annual output of 6.21 million hectolitres in 2011 (Brauerei).

This client appealed to the company to increase the stimulation of the beer consumption within the limits of the legislation. The choice of the company PRkvadrat was based on the long experience of collaboration with one of the largest beer industry company Heineken. At this stage, the company PRkvadrat was in a difficult position of choosing which team would work on the Project, the compound international team or office team. Due to the fact that this project would be implemented not only on the Kazakhstan market but also on the Ukrainian market, it was decided to use a compound international team. The main argument was that a compound international team could create a solution, which could be adapted to the culture of both markets.

An international team was formed. The team was composed of: Account Manager (Kazakhstan), Copywriter (Belarus, Ukraine), Designer (Portugal, Belarus). Since the team was at a distance, it was again decided to use the Scrum



Management Method and Hybrid Style. As far it was the Long-term project, the Hybrid style consists of the Democratic style with Coaching elements.

The beginning of the project went qualified and with height capacity for work. The Account manager of the project from Kazakhstan already had experience with the Scrum management method in the previous project, so the implementation was successful. The previous scheme of work, which has been described earlier, and which has been implemented in the previous projects for the team at a distance, was applied for this project as well. As a result the project, the idea and the visual solution were approved quickly and the project was transferred to the next step production. As it was described above the compound team of PRkvadrat mostly focused on short-term projects. As far it was long term project (1 year), it was decided that the production would be done by the office team. Nevertheless, It was decided to keep the method and style of management, as it was highly appreciated by the team and the client.

Despite the fact that the team in the office did not work with this the method Scrum before, the implementation was successful. Thanks to Account Manager from Kazakhstan, who temporary moved to Belarus and expertly guided the office team through the workflow. The Account Manager skillfully implemented the management method and successfully implemented to the project.

Performance Evaluation for Creative Agency					
Client: Oettinger					
Company Name: Prkvadrat		Evaluator: Ingrid Kolr			
		Date: 02/06/2017			
		1-5			
<b>A</b>	<b>Account service</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>	<b>Comments</b>
1	Account manager's service level (i.e. Speed of service provided, Operational excellence)	10%	5	0,50	
2	Understanding of work scope requested by Client (project planning)	5%	5	0,25	
3	Professional capability of Agency's team members	10%	5	0,50	
4	Documentation Flow (i.e. budgets, approvals) & Ease of Communication	5%	5	0,25	
5	Accuracy of documentation & invoicing in accordance with Client process and procedures	5%	5	0,25	
Total		35%		1,75	
<b>B</b>	<b>Strategic planning</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>	<b>Comments</b>
1	Understanding of Client	5%	5	0,25	
2	Understanding of Client's business	5%	5	0,25	
3	Able to propose integrated communication strategy delivering great effectiveness	10%	5	0,50	
4	Able to propose effective strategy to support Business growth	10%	5	0,50	
Total		30%		1,50	
<b>C</b>	<b>Creative</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>	<b>Comments</b>
1	Ability to bring new programs to build positive corporate image of Client	5%	5	0,25	
2	Demonstrate "Out of Box" thinking in all forms	5%	5	0,25	
3	Demonstrate great understanding of available communication channels as well as upcoming trends	10%	5	0,50	
4	Demonstrate creative proposal to address business growth	5%	5	0,25	
Total		25%		1,25	
<b>D</b>	<b>Design</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted Score</b>	<b>Comments</b>
1	Ability to understand the Brand Language of the client	5%	5	0,25	
2	Demonstrate creative design proposal	5%	5	0,25	
Total		10%		0,50	
Final Score		100%		5,00	
<b>Evaluation scale</b> 1      2      3      4      5 LOW                      Medium                      High					
Overall Evaluation 5,00					
Approved Ingrid Kolr                      02/06/17					

Figure 31: A table represent the form “Perfomance Evaluation For Creative Agency” to measure the productivity of the company by the client Oettinger.

Source: developed for this research.

As it can be seen in the form “Performance Evaluation For Creative Agency”, despite the fact that the project was divided into two parts and consist of

the two different teams, skillful application of the appropriate management style and Scrum method, lead to the positive results. Both teams showed effective work, which affected on the positive response of the client.

## Conclusion

Companies which gives importance to the management strategies, methods and styles are successful in both the long and the short term. All in all, it can be said that management methods and styles are the keys to the success for the PRkvadrat and other companies, especially those companies who is facing Strong competition on the Market.

As a result, it can mentioned that the recommendation of the selection of management styles and management method according to the characteristics of the team and the project is effective. Four projects were carried out according to the recommended approach. The average productivity ratio of the project from the client was 4.91 (maximum 5). Despite the fact that in the previous years, another scheme for client evaluation was used, we can say that the index of client satisfaction increased by 0,31 in comparison with the previous year and to 0.11 from 2015 (Prudnikov, 2016). According to this it can be drawn a conclusion that implementation of the management method and style based on the given recommendation is successful and have positive impact on the company. The company PRkvadrat increased the productivity of the team, client loyalty and as a result strengthened the company position on the Market (Annex 5).

## Conclusion

In this work was made the deep theoretical analysis of the methods and styles of management of companies as the important factor which affects on the productivity of the company. In order to increase the productivity of the agency of Marketing Services, I theoretically proved and practically introduced a new approach to the selection of methods and styles of management, using the example of PRkvadrat. The choice of management method and style was made on the basis of SWOT analysis of the company's activities, including analysis of the company's management system, analysis of the level of productivity, innovative

activity of the company, analysis of the sufficiency of resources, professionalism of the staff, position of the company in the market.

Based on the SWOT analysis it becomes possible to identify problems in the functioning of the company, to establish an important link between the workflow and its impact on the company's productivity. The SWOT analysis made it possible to conclude that the choice of style and method of management are significantly influenced by the characteristics of the company's performance, its productivity, the strengthening of market positions, including the expansion of the market segment. Ranking the weak and strong places in terms of the level of influence on the efficiency of the company's activities, on its productivity, I developed recommendations for increasing the productivity of the agency of Marketing Services by introducing a new system of choosing the method and style of management.

In this thesis the following problems are solved:

- Identified locations of the weak places in the company's operation, which are a deterrent to the growth of the company's productivity, namely: Low trust of the clients, Low trust of employees, Inefficient international team communication, Other organizations may attract employees and business away from Prkvadrat, company need to increase productivity through creating international team specific for the objective for each implementation, Increasing managerialization, Increase productivity of the team. The main attention was given to developing recommendations to solve these problems, taking into account the specifics of the company, which works with two types of teams (office team and composite international);
- Theoretical aspects of management and its functions, styles and methods are considered. Particular attention was paid to the conditions under which they are effective for this company;
- Describes the basic methods of communication at a distance in the form of a digital platform, since this method of communication has proved to be the most effective for this type of communications;

- An analysis of methods for measuring the productivity of the company has been made;
- Have been obtained in prective and confirmed the effective influence of correctly chosen methods and styles of management of workflowprocess and, as a consequence, on the productivity of the company;
- Developed a form “Perfomance Evaluation For Creative Agency” of client satisfaction analysis, as a method of measuring the productivity of the agency of Marketing Services;
- The relationship between the characteristics of the work process and their level of influence on the productivity of the company through methods and styles of management is analyzed;
- Was defined a significant level of influence of methods and styles of management on the productivity of the workflow, and, as a consequence, the productivity of the company as a whole;
- Were implemented the proposed methods and styles of management and calculated their productiveness;
- The practical recommendations on the implementation of the choice of the method and style of management are proposed, to stimulate the increase in productivity of the creative process in the agency of Marketing Services in accordance with its specifics;
- The practical process of choosing the method and style of management, their implementation in the company and the implementation of projects with my participation are described in details;
- Four projects were implemented with my participation, where the choice of method and management style was based on the scheme proposed by me and reflected in this thesis work;
- Guided training on the introduction of a new style and management method;
- Calculated the customer satisfaction rate and as a consequence of the company's productivity, it was 4.91. Increase of the efficiency rate in comparison with previous projects 0.11-0.31 (Prudnikov, 2016), which indicates the high

efficiency and feasibility of the proposed approach to the choice of style and management method for a particular company.

During writing the thesis process, MS Office programs were used such as Word, Excel, and Illustrator. With the help of InDesign, a presentation was made, based on the main points included in the thesis.

The difficult predictable and diverse processes, which is taken place in the economy made it possible to call our time an epoch without regularities. In today's world, changes are with breakneck speed, the ability to flexibly manage the company's work processes, in a short period of time to respond to external changes, is a prerequisite for a successful business. The ability of the organization to change is a key factor that determines its success in the short and long term.

In a rapidly changing environment the Stakeholders of the companies can no longer adhere to just one management style or method. Undoubtedly, that the proposed by me in the thesis the method of the synthesis of various methods and styles which is the most effective for a particular company, will not only increases the productivity of the company, but it is also an effective tool that helps to strengthen the company's leading positions in the market.

In conclusion, it should be observed that the goal which has been set in this thesis is to increase the productivity of the company's management by introducing various methods and styles, achieved, the tasks are solved.

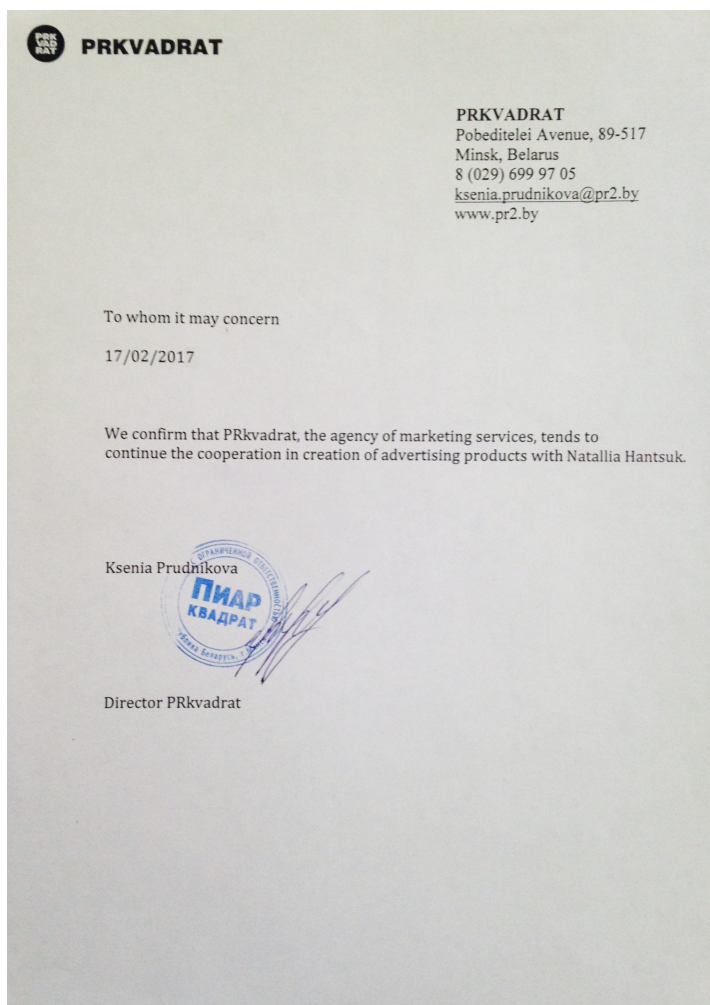
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## Annex 1

### Annex 1

The annex 1 represents the agreement of the collaboration between the company and the author.



### Annex 2

The annex 3 represents the result of the work process of the company PRkvadrat for the client JTI.



1 УЧАСТНИК МОЖЕТ ПРОЙТИ ДАННЫЙ ОПРОС И ПОЛУЧИТЬ КОМПЛИМЕНТ ТОЛЬКО 1 РАЗ

ИМЯ  ФАМИЛИЯ

ТЕЛЕФОН  МОБИЛЬНЫЙ ОПЕРАТОР  ☒ ДА, Я ЯВЛЯЮСЬ ВЛАДЕЛЬЦЕМ ДАННОГО НОМЕРА ТЕЛЕФОНА

E-MAIL  ДАТА РОЖДЕНИЯ

СИГАРЕТЫ КАКОЙ МАРКИ ВЫ ОБЫЧНО КУРИТЕ?

ПОЛ  ПОДПИСЬ

Нажимая клавишу "Сохранить", я подтверждаю достоверность указанной мной информации, а также то, что я являюсь гражданином Республики Беларусь, старше 18 лет, потребителем сигарет, и даю свое согласие на использование и дальнейшую передачу третьим лицам для использования предоставленных мной персональных данных в маркетинговых целях, включая, но не ограничиваясь, выражаю желание и даю согласие на участие в опросах, посвященных табачным изделиям, высказывать свое мнение о потребительских свойствах (характеристиках) табачных изделий, в том числе в опросах, проводимых с помощью электронной почты, мобильной связи и других средств коммуникации. Одновременно я подтверждаю, что предоставление моих персональных данных является добровольным, и оставляю за собой право ознакомления с ними и внесения в них изменений.



### Annex 3

The annex 3 represents the result of the work process of the company PRkvadrat for the client Bref.



### Annex 4

An annex 4 represents the result of the work process of the company PRkvadrat for the client Persil.



## Annex 5

The Anex 5 represents the result of the work process of the company PRkvadrat for the client Oettinger.

